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No. 1281

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## CRITICISM ABOUT MILITARY DRESS VIOLATIONS

### Uniform Violations

Moscow KRASNAYA ZVEZDA in Russian 5 Mar 77 p 2

[Article by Col A. Khorev: "According to the Laws of Attractiveness and Honor"]

[Excerpts] Recently, at the Tallin Navy Officers House [Club], I became acquainted with the plan for a special morning meeting "Respect Your Uniform!" They had prepared long and carefully for the morning meeting. Participating in it would be veterans of the Army and Navy, representatives of the clothing supply and medical services, the military commandant's office as well as uniform designers.

Unfortunately, not enough such carefully prepared measures aimed at instilling a respect for the military uniform are carried out. Often they limit themselves to a cursory conversation with the young soldiers during the first political exercises or an instructional talk by the company sergeant major before going on leave in the city. At times the soldiers have a very hazy notion of the glorious history of their uniform and its profound symbolic significance. And then the romantic colors of the first impressions of the attractive uniform die out in the rush of everyday life, the spark of the inspiring pride in it goes out, and as a consequence, the feeling of responsibility for precisely observing the rules for wearing the uniform is reduced.

In the military commandant's office of garrison X, I recently spoke with Sn V. Rasskazov who, on a brief leave, was apprehended for flagrant uniform violations.

"How did they let you off the ship in such an appearance?" I asked.

"I left the ship dressed properly," he replied. "But later, on the train, I unpacked the altered sailor's cap and all the rest...."

The military commandant of the garrison, Lt Col N. Bondarev cancelled the sailor's leave and ordered him to return back to the base on the same day. One can imagine what impression was made on Rasskazov's fellow servicemen by his unexpected return to the ship. It may be assumed that after such a precedent, they would be more circumspect. But can it be considered that this would solve the problem on the ship of instilling respect for the uniform or achieve a victory over the bad and undeveloped taste of individual soldiers, or over their primitive notion of attractiveness? Scarcely.

Nikolay Timofeyevich Bondarev, a person of an analytical mind and great experience in service, feels that in this area we lack flexibility and the ability to combine strict exactingness with convincing arguments. And in fact this is so. It would be possible to give any number of examples of how a commander strictly dressed down a subordinate for a uniform violation. It would be more difficult to find the other aspect when in a subunit, unit or on a ship, an interesting and memorable conversation was held on the uniform, or when a soldier was commended for exemplary appearance.

That is, such examples of course do exist, but there are not so many of them. For example, of one general it was said that he in the capacity of the garrison chief, even commended soldiers for exemplary appearance by granting them a brief leave. But this was long ago....

Lt Col Bondarev showed me the lists of servicemen apprehended by the garrison patrol in recent months. The eye was struck by the fact that uniform violations comprised the lion's share of all the infractions committed by the men away from the unit. And the reason for these violations was more often precisely bad taste and a negligent attitude toward the uniform including flared or narrowed trousers, a shortened coat, or an altered cap....

Unfortunately, among the uniform violators there are even those who should be a model of smart appearance and neatness, that is, officers. Among them are also reserve and retired officers and generals who have the right to wear the uniform. Once on the Moscow-Sverdlovsk train, I had as a fellow passenger who over a striped shirt with a varicolored necktie was wearing... a uniform jacket with major's shoulderboards and an inch of emblems, including those sold at newspaper kiosks. To my amazement, he calmly replied:

"But I am retired...."

It evidently did not occur to the man that the wearing of the uniform obliges him to strictly observe all the rules of conduct of servicemen, and to have an impeccable military appearance. He apparently would not understand what a bad example he would have on young soldiers by this "license."

And here we must also mention one other impermissible liberty relating to our uniform. The question is that certain departments, in introducing a

uniform for their employees, do not bother searching out original decisions in designing it, but merely copy the military uniform and insignias. At the same time, in 1935, the USSR Council of People's Commissars approved a special decree which prohibited the organizations, institutions and persons from "wearing a uniform and insignias similar or like the insignias of the Red Army."

Our uniform is attractive, of course, in and of itself. The first sparks of respect for it are created in the hearts of the young probably by an admiration for its strict elegance and by the accompanying bearing, uprightness and youthfulness. But a mature respect for the uniform is established by an awareness of it as a symbol of military honor and dignity, and constantly recalling duty to the motherland and loyalty to the colors. And then comes a deeply engrained respect for the uniform rules, as laws of attractiveness and honor. Then any liberty in this matter is viewed as blasphemy.

Such an attitude toward the uniform must be instilled. An inner aware discipline, as M. V. Frunze said, must be manifested in external order as well.

#### Reserve, Retired Officers

Moscow KRASNAYA ZVEZDA in Russian 5 Apr 77 p 2

[Article by Maj Gen Avn (Res) M. Berezhnoy: "On the Dignity and Honor of Wearing a Uniform"]

[Text] I read with interest in KRASNAYA ZVEZDA of 5 March 1977 the article by Col A. Khorev "According to the Laws of Attractiveness and Honor." It convincingly raises the question of observing the rules for wearing the military uniform.

In particular, I noted the place in this article where it mentions that among the uniform violators are reserve and retired officers and generals who have the right to wear the uniform. This is a completely correct comment. To the example given in the article, others could be added.

Not so long ago I witnessed how certain respected and honored comrades act thoughtlessly in flagrantly violating the rules for wearing the military uniform. The Khar'kovskaya Oblast Military Commissariat invited us to the garrison Officers' House for a ceremony devoted to the 59th anniversary of the Soviet Army and Navy. A predominant majority of the reserve and retired officers and generals arrived at the meeting in their uniform, with orders and medals. Present in the hall were soldiers and officers from certain garrison subunits. In the course of the ceremony, many veterans were presented with the medal "Veteran of the USSR Armed Forces." All this was well and good. But certain comrades came out on the stage to receive their award wearing a somewhat jumbled uniform. For example, the uniform

jacket with the shoulderboards and medals was combined with civilian trousers or a fashionable colored shirt....

The article states correctly that the wearing of the military uniform obliges one to strictly observe all the rules of conduct of servicemen, and to have irreproachable military appearance. Any liberty in this matter is a bad example for the young soldiers. Incidentally, at this same meeting I saw with bitterness the ironic smiles on the faces of certain young soldiers seated in the hall and observing the improperly dressed veterans.

I feel that there should be more frequent conversations with the reserve and retired officers and generals concerning the strict observance of the rules for wearing the military uniform, the inacceptability of mixing clothing, and the harm which is done to indoctrinating the youth, and warning of responsibility for the violations. The officer community and the assistance committees under the military commissariats must be involved in this work. And the garrison service must take a stricter attitude toward such violations.

The military uniform must be worn with dignity, according to the laws of attractiveness and honor.

#### Stricter Punishment Recommended

Moscow KRASNAYA ZVEZDA in Russian 5 Apr 77 p 2

[Article by Engr-Maj A. Beskurnikov: "A Feeling of Measure and Strictness"]

[Text] It is correctly noted in the article "According to the Laws of Attractiveness and Honor" that it is not permitted to copy the styles of the military uniform and insignias, nor should persons not having the right be allowed to wear them. For if a young person frequently sees the shoulderboards and loops, the emblems and stars on the clothing of workers from certain departments, or even on a school uniform, he may not experience that particular exhilaration in donning a military uniform upon induction into the army or navy.

There must be a more exacting attitude toward each instance of the illegal wearing of the military uniform.

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## NAVAL TRAINING ACTIVITIES DISCUSSED

### Effective Personnel Work Needed

Moscow KRASNAYA ZVEZDA in Russian 2 Apr 77 p 2

[Article by Capt-Lt A. Aleksandrovich, ship's deputy commander for political affairs: "Feedback"]

[Text] I was walking along the deck, the dull yellow illuminated portholes lighting the way, scattering the murky gloom of the polar dusk. Glancing in one of the portholes, into the brightly lit and warm crew quarters, I saw sailors seated at tables. They were having political instruction class. Through the thick glass the faces all seemed alike. But I knew that behind this external similarity there was dissimilarity of individuals, each with a different and unique inner world, for each had his own personality, his own inclinations and habits.

Seated by the far bulkhead was Sn Nikolay Toporikov, an excellent specialist, a fellow with genuinely golden hands. For his successful performance in training, Toporikov had been awarded a short leave. I remember how his experience on board this ship began. Somber and not very outgoing, he kept his distance from his shipmates and was indifferent toward his duties. This was noted immediately both by the Komsomol organization secretary and by the commanding officer, Capt 3d Rank V. Galenskiy. They had several talks with Toporikov, in an attempt to draw him out. Gradually Toporikov "thawed."

It seems that soon after he arrived on board he collided in an alleyway with a third-year sailor carrying a bucket of water. The latter pushed Toporikov out of his way and rudely berated him. At this moment a certain psychological break occurred in this young sailor. He decided that perhaps others on board the ship would treat him just as badly as this sailor with whom he had collided....

Now it is all behind him. Toporikov is an excellent sailor. But if we officer indoctrinators had not come to his assistance in a timely manner,

if we had not convinced the young sailor that what had occurred was an unfortunate misunderstanding, the psychological trauma could have remained with him for a long time. We were assisted in seeing in time that something was wrong with Toporikov by the fact that our officers, party and Komsomol activists get to each individual sailor in their indoctrinational work and constantly study the men's individual qualities.

Several years ago I learned through experience how essential it is for an indoctrinator to know these qualities thoroughly, soon after I was assigned to this ship. At this time two sailors committed a gross violation of military discipline. I did not know these individuals well at the time and, when I talked with them, I could not seem to get through. It did not result in a frank, trustful discussion. It turned out that the subunit commander, who took part in the conversation, did not know his subordinates well.

Incidents of this kind seriously disturbed both the ship's commanding officer and the party organization. It was necessary to get officers to study their men thoroughly, their personalities and attitudes, to learn thoroughly naval regulations and modern methods of indoctrination. This was the subject of discussion at a party meeting and at an officer conference.

Not everybody displayed proper understanding of the problem. It took time. Capt-Lt V. Garbar', for example, stated frankly that there was no reason why he should know the thoughts and concerns of each and every man: naval regulations give an officer adequate authority simply to compel his men to do their job properly. Precisely to compel them, not to persuade them as a result of purposeful indoctrinational effort. Garbar's relationship with his subordinates was based on naked bureaucratic rule. It is not surprising that things deteriorated badly in his subunit, and ultimately he was forced to leave the ship. Unfortunately we did not succeed in restructuring the thinking and actions of this officer. But this was a disappointing exception. All the other officers were greatly concerned about improving their method of working with the men and maintaining proper order and procedures, which had an immediate effect on the state of affairs on board the ship.

On my desk there is a list of personnel. Last name, nationality, education, length of service.... This information is far from enough, however, in order to gain a picture of an individual. The subunit commanders on our ship keep special notebooks containing brief information on each man: his home town, his family, where he went to school, his proclivities and interests, and his plans for the future.

Once in a discussion with officers I asked them to tell me who of their men was friends with whom. This could be done most graphically with the aid of a diagram, indicating relationships among the men with colored lines: a red line, for example, for those inducted from the same locality,

blue for same year of service, green for common interests, etc. Thus were born diagrams of interpersonal relations within the unit, which have for the last four years now been utilized by our officers in their indoctrinal work.

Notes on the proclivities and professional qualities of individual sailors, diagrams of interpersonal relationships, as well as other notes on indoctrination topics constitute unique pedagogic journals for subunit commanders (some call them "journals of pedagogic observations"). The point is not the name. The main thing is that these journals greatly assist the officers in indoctrination of their men.

Here is a typical example. At first Capt-Lt V. Mikhaylov, an officer of initiative and a thinking man, was skeptical of these journals. I once asked him to relate to me the state of affairs in his subunit. Mikhaylov fairly confidently described his men, but I did not hear an adequate analysis of interpersonal relationships in the collective.

"Take a look at this line, Valeriy Pavlovich," I commented, pointing on the diagram to the link between sailors Sabirov and Shashokin. "Doesn't that bother you? Does it not seem to you that Sabirov is a bad influence on his friend? The fact is that recently Sabirov has been receiving admonitions for deficient performance, and his conduct bears watching. You should have a talk with these men."

Captain-Lieutenant Mikhaylov scheduled an interview, but events proceeded faster -- two days later both men committed a serious disciplinary infraction. If the officer had drawn attention to them at an earlier date, if he had spoken with the men sternly and frankly, perhaps this disciplinary infraction would not have occurred. Captain-Lieutenant Mikhaylov learned a lesson from this incident and began studying his men more carefully, more thoroughly analyzing relationships within the collective.

At the beginning of each training year, after the ship's company is partially replaced, we hold workshop sessions for the NCOs. During these workshops we devote considerable attention to practical individual indoctrination work. Quite frankly, sometimes young petty officers display poor knowledge of their new men. At these workshop sessions they receive an object lesson on this matter and subsequently make a careful study of their men right up to the end of their service.

Similar workshop sessions are held with subunit commanders. The study proper of personnel produces definite educational effect. In the process of personal interviews the commander and his subordinate become better acquainted with one another, finding a common tongue, as they say. And having thoroughly studied his men, an officer can influence them more effectively.

The pedagogic journals we discussed above are actively utilized at seminars on military educational science and psychology. Thorough, comprehensive knowledge of the men makes it possible to investigate the internal processes which take place in the military collective, to predict them and to choose the optimal indoctrinational effect variant. All this assists us in comprehensively organizing indoctrinational work on board our ship. Now, for example, in conducting any political-indoctrination measure or mass cultural activity, it has become easier to select from the largest group those individuals who are needed.

Pedagogic journals have greatly assisted propagandists in preparing for and conducting political instruction classes with the NCOs on the topic "Study Your Men Thoroughly, Know Their Professional, Political and Moral Qualities." Statements by the men at the seminar were genuinely innovative and businesslike.

Of course we cannot consider as some kind of panacea journals produced from the concrete experience of our officers. They prove themselves only when they are backed up by daily painstaking labor on the part of the officer-indoctrinator, when they are the fruit of thorough investigation and objective evaluation of the men's characters and personalities, for in the final analysis any undertaking in the area of indoctrination can boil down to merely drawing papers if it is not backed up by innovative effort and persistent incorporation of the demands of naval regulations.

The work which has been done in recent years on our ship on studying the men and strengthening discipline and following of proper procedures has produced positive results. The ship's company has become significantly more unified and there are fewer violations of discipline. The ship has been declared excellent in performance.

In science and technology there is the term "feedback," which describes interaction among the components of a complex system. Transforming this term to apply to interrelationships within a military collective, one can perhaps designate as feedback the men's attitude toward their job as a result of purposeful influence on the men. This attitude is directly dependent on the quality and effectiveness of indoctrinational work, that work which is inconceivable without excellent knowledge of subordinates by their commanders. The more work and heart we put into this task, the greater the return.

#### Proper Training of Ship Crews

Moscow KRASNAYA ZVEZDA in Russian 3 Apr 77 p 1

[Editorial: "Ship's Crew"]

[Text] During that winter of the blockade, the crew of the submarine S-7 finished repairs on the ship 45 days ahead of schedule, working under

very difficult conditions. The submariners were anxious to get back into combat. Burning patriotism, hatred toward the enemy, and the desire to make their contribution to the nation's struggle against the fascist invaders impelled the men to work tirelessly to ready their ship for combat. And when the submarine put out to sea under the command of Capt 3d Rank S. Lisin, it sank several enemy vessels on that one patrol in July 1942. The submarine's crew sank the last enemy cargo ship, since they were out of torpedoes, with shells fired by their 45-mm gun. All crew members displayed outstanding skill, courage and steadfastness and were awarded military decorations. The commanding officer was named Hero of the Soviet Union.

The history of combat operations by the Soviet Navy in the Great Patriotic War contains many such examples of collective courage. More than 30 ship's crews were given the guards appellation, and more than 50 ended the war with the Red-Banner designation.

Decades have passed since that time. New generations of navymen have come onto the scene, and the Soviet Navy has become incomparably more powerful. But no matter how potent and sophisticated modern equipment may be, people remain the navy's principal strength. United by love of the homeland, dedication to the party and loyalty to the military oath, united by rigorous naval service, full of difficulties, the fighting crews of naval personnel are worthily continuing the glorious traditions of the crews of the war years. The navy has given our country many new names of Heroes of the Soviet Union during the years of peace. Crews of Soviet warships have conquered the under-ice depths of the Arctic Ocean, have surfaced at the North Pole, and have circumnavigated the globe submerged. Today in peacetime, just as during the war years, our naval crews are guided by bold, intelligent, strong-willed commanders, supported by Communists -- the cementing force of a ship's crew, and by Komsomol organizations -- which inspire young people to perform valiant deeds.

The ship's crew -- officers, warrant officers, petty officers, enlisted personnel, people of various occupational specialties, character and personality, nationality and ethnic affiliation -- this is a close, disciplined naval family, tested by the oceans and seas. Naval personnel highly prize the bonds of this family and its finest traditions. Each of them who comes to serve on board a ship strives first and foremost to get to know the new collective, its thoughts and concerns, in order as quickly as possible to take his place among his comrades and to earn the right to think and say: "our crew."

These words mean a lot to the navyman. They define his highly-conscientious attitude toward naval service, provide a sense of the importance of his labor, and inspire confidence in his abilities, multiplied by those of his comrades. All this occupies such an important place in the forming of the Soviet navyman that the crew in which an individual has spent only a few years remains in his memory for many years, for his entire life.

Naval personnel are discharged into the reserves, but they take with them the finest qualities which helped them produce a crew. An officer is transferred to another ship, but he remains forever thankful to the crew in which he gained his first naval service experience. No matter how high a position a ship's captain subsequently holds, he always remembers his subordinates with sincere warmth, because a navymen cannot forget those with whom he has traveled thousands of miles of ocean, with whom he has experienced common danger and has emerged victorious from the most difficult situations, with whom he is accustomed to sharing the sadness of parting from the homeland and pride in the right to carry its flag throughout the world ocean; he has learned to understand his role and duty as defender of the achievements of the Great October Revolution, and he has felt his historic participation in the meritorious deeds performed by our navymen for the socialist homeland.

Capt 2d Rank A. Kazakov, commanding officer of a missile-armed nuclear submarine, recalls with great warmth his first crew and his first ship. It was precisely then that he first appreciated the importance of the submariner's labor and felt the necessity of doing everything possible to ensure optimal performance of the navymen's duty. Today the submarine under the command of officer Kazakov is a right-flanker ship in fleet socialist competition; the submarine's crew is rightfully considered to be one of the finest in the Navy.

Indoctrination is one of the main and strongest aspects of the crew. The crew helps the new men acquire excellent moral-political and psychological qualities, combat skills and the know-how to conquer the oceans. This is a traditional quality of the ship's fighting crew. Traditional, however, does not mean that it comes by itself, without effort. This quality is developed and shaped as a result of vigorous, purposeful effort on the part of the commanding officer, the ship's party and Komsomol organizations.

Today there is not a single officer, and there is not a single ship's captain who does not understand the necessity of constant, well-conceived activity aimed at consolidating the ship's crew, at ensuring that regulations and procedures are followed rigorously, effort to instill in the men a strong sense of comradeship, mutual aid and responsibility for the common cause, pride in one's ship, the desire to see it achieve top performance in training, in performing assigned missions, and in socialist competition. Not everybody, however, learns this immediately, particularly young commanders, and particularly on ships which have just recently been commissioned.

These difficulties are objectively explainable, but nevertheless one should not forget that the earliest possible surmounting of these difficulties is an urgent demand made by the country and people on each and every commander, on each and every crew. No matter how great the commander's concerns, he should always clearly understand that his main,

principal task is that of tirelessly increasing the ship's combat readiness, unifying and consolidating the crew, strengthening its discipline, organization, maintaining a healthy moral climate and proper interrelations among personnel.

The attention of higher-echelon commanders, political sections and headquarters staffs should be constantly directed toward this. In order to improve the fighting, moral and psychological qualities of crews, it is essential more vigorously to employ socialist competition in honor of the sixtieth anniversary of the Great October Socialist Revolution.

Every day dozens of Soviet warships are located thousands of miles from our country's shores, operating under the difficult conditions of duty at sea. Sea duty places very high demands on their crews. It is the sacred duty of Soviet navymen to meet these demands and successfully to perform the missions assigned by the homeland. And they are making every effort to do so.

Crews gain maturity and performance improvement at sea, acquiring the political maturity and combat skills for which Soviet fighting men are traditionally famous. Our party and people greatly appreciate the labor of our naval personnel and the important role played by navy crews in defending the achievements of the October Revolution. This is eloquently indicated by the fact that CPSU Central Committee General Secretary L. I. Brezhnev is an honorary member of the guards crew of the ASW ship "Krasnyy Krym."

#### Aboard Large ASW Ship

Moscow KRASNAYA ZVEZDA in Russian 5 Apr 77 p 2

[Article by Engr-Capt 2d Rank A. Kontiyevskiy: "Out in the Mediterranean"]

[Text] On 16 March KRASNAYA ZVEZDA discussed the Komsomol organization in a certain surface-to-air missile unit which had been awarded a challenge Red Banner of the Komsomol Central Committee. A like award was received by the Komsomol organization on board the ASW ship "Ochakov." The following article discusses the contribution by the Komsomol organization toward the crew's meeting its ambitious socialist pledges.

The Mediterranean was in restless motion. The cold, dark-blue swell was no longer lapping against the flexible steel hull of the ASW ship but was lashing fiercely, savagely, whipping spindrift across the deck. The "Ochakov" continued its previous course, however, toward the specified point where the "aggressor" submarine was calculated to be.

The crew of this excellent-rated ship had been engaged in combat training for several months. The ship's log recorded many miles at sea, filled with daily tasks and training drills. Komsomol members stood watch at many critical posts. Their proficiency, skill, self-control and expertise determine in large measure the outcome of each simulated combat action. The men were striving to perform with a high degree of quality the assigned combat training missions and fully to meet the tough socialist pledges made in honor of the sixtieth anniversary of the Great October Revolution. They pledged to earn for their ship the title of best in the unit and to develop a new, large group of experts in combat skills. Communists are joined by Komsomol members in the front ranks of the competitors.

The "Ochakov" reduced speed somewhat, and the clinometer needle began to deflect more appreciably. The "aggressor" was experienced and intelligent, and the crew of the ASW ship could not count on an easy kill. They therefore took particular care in readying the ship's complex sonar gear. The team of sonar operators was under the command of Komsomol member and master proficiency-rated Sr Lt V. Pavlov. The young officer was skillfully organizing the competition, giving of his knowledge and experience to his subordinates. Seventy-five percent of the men on his team had pledged to become specialists first and second class. They are almost all members of Komsomol. The team is considered to be one of the most highly-proficient on the ship.

The sonar operators did a fine job this time as well. Regardless of the submarine's attempts to break away from its pursuers, it was unable to fool the ASW men. But one more test lay ahead, a torpedo exercise.

This was now the main concern of the men of the torpedo department (Capt-Lt V. Ionov, commanding). This team was in first place on the basis of the month's competition results. The subunit Komsomol organization, headed by Sn V. Prisyazhnyuk, was actively assisting the commander in the campaign to improve on performance standards and to achieve accident-free equipment operation. Group commander Sr Lt A. Zinzerov, a Komsomol committee member, does considerable work with these men. His men load the depth charge launchers faster than is required by the performance standard for excellent.

The exercise was to be performed by the torpedo crew which had been designated best in the unit on the basis of the performance results of the previous training year. This crew is headed by the top torpedoman in the unit, Komsomol activist Warrant Officer I. Matsola. His crew includes subunit Komsomol organization secretary Sn V. Prisyazhnyuk. The torpedomen were planning on destroying the "aggressor" with the first salvo. During this time the ship's missile crews were reliably protecting the ship against air attack. The Missile-Gunnery Department was in competition with the Torpedo Department. It was in second position at present, but in the past it had on numerous occasions been declared the winner in friendly competition. Competing with the torpedomen, the

missile crews had succeeded in surpassing the performance standard for receiving target indications. Missiles pointed skyward.

Attack! The torpedo's elongated body glided into the sea. The tense seconds of waiting dragged on. This torpedo attack was a unique test of the men's proficiency, to see if they could perform quickly, confidently, without departing from rigorous procedures and without unnecessary situation simplification.

The crew's days at sea are filled with work and cares. At ship Komsomol committee meetings the young seamen regularly report on how they are meeting their pledges and achieving targeted performance levels. Every month subunit Komsomol meetings determine winners in the campaign for the right to sign the Komsomol Report to the CPSU Central Committee in honor of the sixtieth anniversary of the Great October Revolution. The Komsomol organization has recommended the very best men for Communist Party membership. Outstanding performers in combat training have been accepted as CPSU probationary members: Komsomol organization secretary Sr Sn T. Khudayberdyev, Komsomol activists PO 1st Class Yu. Surikov and S. Shubin, Warrant Officer I. Matsola, and Engr-Sr Lt I. Stetsenko.

The cruise continues. Competition to achieve excellent performance each and every day and worthily to honor the sixtieth anniversary of the Great October Socialist Revolution also continues.

#### Aboard the Cruiser 'Leningrad'

Moscow KRASNAYA ZVEZDA in Russian 9 Apr 77 p 2

[Article by Capt 1st Rank G. Savichev: "Flag of the 'Leningrad'"]

[Text] It was morning. A cheerful bugle call penetrated the cabin of the ASW cruiser "Leningrad": in 15 minutes they would be hoisting the colors. The cruiser's commanding officer, Capt 2d Rank L. Vasil'yev, following a custom which had become habit over the years, was already shaved and wearing a nicely-pressed uniform and mirror-polished shoes.

Glancing around the cabin, at the large map of the Mediterranean, at the bookshelf and at the etagere with the glistening white coral, Vasil'yev sat down at his desk and gave some thought to this new workday.

There were many things to be accomplished. There would be a group exercise with the officers, in which emphasis would be placed on tactical training. Recently the cruiser had successfully performed a mission which demonstrated its adequate organization of service, and now a new phase of training was beginning, in which officer tactical knowledge and thinking played a leading role.

The commanding officer would also be delivering a report today in the wardroom. The subject of the report was "V. I. Lenin on Defense of the Socialist Homeland," and Vasil'yev, mentally going over Lenin's writings on this topic, determined those in which there is discussion of the aggressive nature of imperialism.

The commanding officer was also going to talk to the radio service chief. One of the radio service officers had come up with an interesting efficiency innovation proposal pertaining to reliability of classification of contact with an underwater target. It was necessary to discuss how to provide the innovator with what he needed to implement the suggestion.

In addition to all else, today the cruiser's commanding officer would be available at a certain specified time for any crew member to see on any matter. Toward evening there would be a meeting of the party committee, and Vasil'yev, as a member of the committee, would have to take part in the proceedings.

There was a good deal going on that day. But the captain was most occupied by thoughts of how better to meet the tougher socialist pledges made by the crew of the cruiser "Leningrad" in honor of the sixtieth anniversary of the Great October Revolution. From Vasil'yev's point of view, these pledges could definitely be met: solve all navigation problems with a mark of good and excellent; every third man to become a specialist first class; to adopt 17 efficiency innovation suggestions.

But there was one point among all these points, the most important and responsible: "Win the title 'Best Ship in the Navy' within the ship's type category."

What had to be done in order to meet this main pledge? Vasil'yev answered the question himself: improve the quality of combat and political training, improve organization of service even more. But what can motivate the men to achieve high performance levels? Socialist competition!

Thinking about the competition and determining how to expand it, Lev Alekseyevich reached the conclusion that it was necessary to refine the criteria for grading the performance of each man on board. For a beginning he determined the most important of all the missions performed by the cruiser: seeking out and attacking submarines. The entire crew performed this task. The principal role, however, was played by the ship's ASW team.

This team contained sonar operators, combat information center specialists, the navigation officer, and the executive officer, all of whom contributed to the overall task. But what they concretely do is somehow lost in the overall flow of events accompanying the activity of searching out

and attacking submarines, and in the final analysis influences the quality of accomplishment of combat training tasks. This is why the cruiser's commanding officer is engaged in drafting more specific criteria for evaluating the combat performance of each individual on the ship, and particularly the ship's ASW team.

An orderly entered the cabin: "Captain, sir, five minutes to hoisting the colors."

This was a traditional report, repeated every morning when the cruiser was at anchor.

There is particular meaning in such precision. A warship, as a highly complex fighting organism: the closer to perfection, the more precise organization on board will be and the more orderly the procedures. Organization is first and foremost precision. Precision in all things: in observance of shipboard standards and rules, in carrying out the daily routine, in executing received orders, and in verifying execution of orders. Precision in thinking, in actions, in deeds.

Vasil'yev remembered examples of where a negligent attitude toward these rules had led to far from optimal results. There was the time, for example, when he reported for duty on a new ship, to take over as executive officer. It was a period when they were working out organization of service.

Among the many schedules to be worked out was a ship watertight integrity schedule. Vasil'yev instructed the damage control officer to revise the schedule, but in his endless round of executive officer duties, he forgot to verify execution. The damage control officer had omitted a few of what in his opinion were "trivial" items.

One night, when the ship was supposed to be sealed tight, following an announced alert, Capt 1st Rank Yu. Garamov, who was the cruiser's commanding officer at the time, instructed Vasil'yev to inspect the ship from the side. Lev Alekseyevich ordered a launch and made a circuit of the ship. What he saw was quite depressing. At one point a porthole was not dogged down, at another point a door was wide open, and at still another point a hatch was open. Slits of light and openings stood out brightly in the darkness of night, clearly demonstrating the executive officer's unfinished job. Since then Vasil'yev has followed a firm principle of verifying execution of his instructions and has demanded that all officers do likewise.

The colors would be hoisted in three and a half minutes. It was time to leave for the quarterdeck, where the ship's company was assembled. Lev Alekseyevich stepped out into the alleyway, turned right, and at the end of another alleyway could see a patch of blue sky and the helicopter pad. When Vasil'yev first came on board the "Leningrad," it was the

helicopter pad which most impressed him. This first meeting took place in the Mediterranean. At that time Lev Alekseyevich was in command of an escort ship. Once all commanding officers were summoned to the flagship for a meeting, held on board the "Leningrad."

Vasil'yev had seen the cruiser on several occasions. Its characteristic silhouette, unlike that of any other ship, seemed to presage the coming of a new era in the history of Soviet naval architecture -- this was one of our navy's first ships capable of carrying helicopters.

Everything on board the ASW cruiser looked majestic. There was a fresh breeze that day, with a good swell, and the escort ship on which Vasil'yev was serving was bobbing up and down like a cork. The cruiser "Leningrad" was motionless, like a mighty colossus.

Vasil'yev long remembered the attack on the "aggressor" submarine he had mounted, now serving as the cruiser's commanding officer. The submarine had been spotted by helicopters which had recently taken off from the cruiser's deck. They hovered over it and maintained solid contact. The commanding officer was in the ship's command center, while the helicopters were at quite some distance from the cruiser, in the area where the submarine was hiding.

"Ready ASW weapons," the commanding officer ordered.

The time remaining to the attack went by swiftly, although it was precisely during this time that the weapons had to be readied for firing and attack data prepared. He sensed the real passage of time only after he had received a report that the target had been destroyed.

The commanding officer strode across the helicopter pad. The ship's company was standing at attention to port and starboard, along both rails. The executive officer strode toward him to deliver the traditional report.

Having received the report, the commanding officer greeted the crew and proceeded to where the officers were assembled. Among the officers was the commander of Combat Department 5, Engr-Capt 2d Rank N. Kudelya, a man of enormous work capacity, and Lt Col N. Vengerov, who had long since made his subunit into an excellent performer; commander of Combat Department 2, Capt 3d Rank V. Marchenko, an expert in missile weapons; young officer I. Tikhiiy, party organization secretary, highly respected by the ship's communists; Capt 2d Rank P. Korobkin, deputy commander for political affairs, a most experienced indoctrinator; and the other officers -- aides and assistants to the commanding officer, who had shared with him difficult sea duties, the joy of victory and the agony of failures. These men were unified by a common desire to strengthen the combat might of the navy and selflessly to carry out their military duty to the homeland.

"Attach the colors," commanded the officer of the deck. "Atten--shun!"

Everybody froze in position. That same morning this command was being given not only on board the cruiser "Leningrad" but also on other warships and in other fleets, from the Black Sea to the Barents Sea, from the Baltic to the Pacific. Everywhere submariners and patrol boat crews, ASW men and the crews of other warships froze in a solemn moment of silence under the glorious banner with the crimson star, the hammer and sickle.

The colors of the ASW cruiser "Leningrad" were attached to the halyard and fluttered in the signalman's hands, driven by the fresh breeze. A few seconds later the colors would soar skyward. Just as they are hoisted on the famous "Aurora," just as they were hoisted during the war years on the destroyer leader "Leningrad," which heroically defended the city of Lenin.

What can be more sacred than combat and revolutionary traditions? What can be more honorable than the obligation to build upon these traditions?

Banners are preserved in the Lenin room on board the cruiser "Leningrad." The crew of the cruiser was awarded these banners for success in combat and political training, for consolidation of patronage relations, and for performing various tasks assigned by the command. To mark the fiftieth anniversary of the USSR, the ASW cruiser "Leningrad" was awarded a Jubilee Badge of Honor by the CPSU Central Committee, Presidium of the Supreme Soviet of the USSR and the USSR Council of Ministers.

Eighteen men of the ship's company, including Capt 2d Rank L. Vasil'yev, have been awarded government decorations.

The cruiser has logged many thousands of miles. The "Leningrad" successfully participated in the "Ocean" maneuvers and the "South" exercise. Sailing around Africa, it proceeded to the Suez Canal, where it took part in live minesweeping operations. This ship, bearing a proud name, has steamed many seas, the Atlantic and the Indian Ocean. Today, actively involved in socialist competition for a worthy honoring of the sixtieth anniversary of the Great October Revolution, the men of the ASW cruiser "Leningrad" are gaining one victory after another.

"Hoist the colors!" the captain ordered.

The bugle sounded, and the colors, embodying the might of the Soviet Navy, its revolutionary and fighting traditions, its present and future, its preparedness to defend the seacoasts of the homeland, swept up the flagstaff.

3024  
CSO: 1801

IMPORTANCE OF PROPER ATTENTION TO YOUNG OFFICERS STRESSED

Moscow KRASNAYA ZVEZDA in Russian 2 Apr 77 p 1

[Editorial: "Concern for and Attention to Young Officers"]

[Text] Our armed forces have officer cadres loyal to the communist party and Soviet people, politically mature and militarily and technically trained. A considerable number among them, particularly in subunits, regiments, and ships, are young officers. They have tireless energy and a fresh stock of knowledge. Heading platoons, companies, batteries, teams, groups, and combat units, the young officers are directly involved in the training and education of the personnel and the struggle for the firm observance of statutory order. They are organizing the competition in honor of the 60th anniversary of the Great October Revolution.

It is known, however, that the young officers encounter major difficulties in the course of their formation. Some of them consider the varied and complex army and navy life simplistically. They do not always feel the fine edges in their work with people. Occasionally they replace exactingness with sharpness and a comradely attitude with familiarity, liberalism, or a condescending attitude toward subordinates.

Lieutenants overcome these and other errors more successfully wherever commanders, political organs, and party and Komsomol organizations work with them thoughtfully and daily. Let us take the experience of Unit X as an example. Here it has become a tradition for the commanding officer and the chief of the political department to have a talk with newly arrived lieutenants. They acquaint the novices with the combat history, life, and accomplishments of the unit and with the problems being resolved by the personnel. They advise them how to work more effectively on the education of the troops in a spirit of strict observance of the stipulations of the oath of allegiance and the regulations.

The lieutenants feel the experienced guiding hand of their seniors at every step -- mastering a combat skill, preparation for instruction, exercises, and the organization of their life and leisure time. They are taught and

educated with particular love and skill by Lt Col A. Isayev, Lt Col V. Prigodin, Maj A. Yastrebov, and others. Active participation in the sociopolitical life of the subunits, and the presentation of reports and talks on political and military-technical topics to the personnel benefit the young officers greatly. It is entirely natural for yesterday's graduates of military schools to undergo in the units good ideological and professional training, and to organize skilfully the training and education of their subordinates and the socialist competition. Leading among them are senior lieutenants S. Golovko, V. Morev, and others.

Incessantly improving their work with the young officers, and raising it to the level of contemporary requirements, commanders, political organs, and party and Komsomol organizations must direct their main efforts toward improving their ideological training and molding their high moral-political and combat qualities. It is important for every young officer constantly to arm himself with profound knowledge of Marxist-Leninist theory and party policy and decisions, implement firmly and sensibly the party requirements concerning military cadres, and increase his personal contribution to the struggle for upgrading further the vigilance and combat readiness of the armed forces.

Greater attention should be paid to improving the organizational skills and methodical habits of the young officers. They must be armed with leading experience in the struggle for firm military discipline, skill to apply everything that is new and effective in the training and education of subordinates, build relations with subordinates correctly and on a statutory basis, and rally the military collectives relying on the party and Komsomol organizations. Training the young officers in organizing and teaching classes, exercises, and fire practice, we must be concerned with promoting their initiative, self-dependence, and responsibility. Here lowered strictness, allowances, or the easing of training conditions are inadmissible. We should remember that lack of control is as harmful as petty supervision, liberalism, and lenience.

Unfortunately, some commanders and political workers are poorly concerned with the field, air, and sea training of the young officers. They study insufficiently their needs and requirements as well as their moods, and fail to consider matters related to their family and living conditions. Such leaders assume that once a lieutenant has graduated from a high military school he must be trained in all respects, and all that is left is to supervise his service and take him strictly to task for his omissions.

Cases of rudeness and nonobjective rating by direct and immediate superiors of young officers have not been totally eliminated everywhere. Some economic managers and military trade personnel are poorly concerned with the organization of the life and nourishment of the young officers. All of this triggers their legitimate complaints to various instances. Such shortcomings must be assessed most sharply and principle-mindedly, and efforts must be made to eradicate them.

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The entire variety of practically proven methods, ways, and means of work with the young officers must be used more energetically. In the education of the lieutenants mass measures must be combined with an individual approach. Here again the commander's and political worker's profound and thorough knowledge of the character of the subordinate, and of his individual qualities, behaviour, and attitude toward service and social obligations is of great importance. In a heart-to-heart talk with the lieutenant the senior commander may explain something puzzling, caution against errors, or prompt the proper solution to one or another situation. Naturally, all this must be done with pedagogical tactfulness, with respect for the dignity of the subordinate.

The party and Komsomol organizations play a great role in educational work with young officers. They must see to it that all young officers -- party or Komsomol members -- tirelessly master the social and military sciences, the foundations of party-political work in the army and navy, and skills in organizing the competition. They must be models of military discipline and moral purity and actively participate in public work. It is necessary to intensify the party's influence on improving further the quality of officer Marxist-Leninist studies and command training. The party and Komsomol organizations and the cultural and educational institutions could do a great deal to equip the young officers with progressive experience in training and education and to satisfy better their increased political, military-technical, and cultural requirements.

The young officers are the future of our armed forces. Their daily, thoughtful, and patient teaching and education means to increase our possibilities for improving further the quality of combat and political training, for strengthening military discipline, and for upgrading the combat readiness of subunits, units, and ships.

5003  
CSO: 1801

## SUPPLY ECONOMY STRESSED IN TRANSPORT BATTALION

Moscow KRASNAYA ZVEZDA in Russian 2 Apr 77 p 1

[Article by Capt V. Matveyev, motor transport battalion commander, Red Banner Transcaucasian Military District: "The Slogan Is Thrift"]

[Text] The socialist obligations assumed by many units and subunits competing in honor of the 60th anniversary of the Great October Socialist Revolution include items directing the personnel toward applying progressive methods of equipment keeping, use, and model maintenance, and toward economizing on engine safe life, fuel, and lubricants. The struggle for the fulfillment of such obligations at the X Motor Transport Battalion is described in the following correspondence.

Every day tens of vehicles cross the battalion's control-technical point. The intensiveness of motor transport work is rising with every passing year. Under such circumstances saving fuel, lubricants, and rubber, and extending the distance run between overhauls become particularly important to the drivers. The struggle for economy is, above all, a struggle for profound knowledge and quality of operation of combat equipment. I shall cite some figures. Last year, having fulfilled its haulage plan, the battalion was able to save nearly 20 percent of its allocated gasoline, and our drivers covered many kilometers on saved tire rubber. The time between overhauls was extended greatly thanks to the knowledgeable operation of the vehicles.

Understandably, such successes were made possible by the highly professional training of the drivers, their careful treatment of their vehicles, and their economical use of fuel and lubricants. How do the battalion command, and the party and Komsomol organizations organize the development of such qualities in the troops?

Public economy councils have been operating in the battalion fruitfully over the past few years. They include the most prestigious specialists who help us in the search for saving possibilities, in summing up and disseminating progressive experience, and in applying rationalization suggestions. Recently, council members Capt N. Penderov and Lt N. Zubkov summed up the experience of Sgt M. Nagorniyak, pvt V. Moshkov and

S. Piskunov, and other best drivers, winners in the socialist competition. Economy council members lts V. Varaksin and N. Shapovalov initiated battalion competition reviews which led to the discovery of new vehicle equipment experts operating their vehicles carefully and skillfully. The competition winners were ceremoniously awarded challenge pennants and certificates. The honoring of the best specialists energized the competition for economy and thrift even further. Not only individual drivers but subunits began to compete with each other.

Participation in such competition led commanders to rate more strictly the effectiveness of each lesson, equipment servicing, or practice in the course of which a competitive atmosphere is created in meeting combat norms, adjusting assemblies and mechanisms, and repairing "damages." The uniform driver training stipulations elaborated by Capt N. Penderov and battalion staff officers were of substantial importance to upgrading competition effectiveness. In the past, the summing up of results was based on driver answers or actions in class. Now, strict consideration is taken also of the way one or another soldier readies the vehicle for a trip, his actions on the road, and the amount of fuel and lubricants he has saved. Such an approach to the assessment of the work of every soldier and to his contribution to the success of the subunit has enabled us to avoid subjectivism in summing up competition results. In the final account, this increased the activeness of the vehicle drivers in their training and service. The fact that party and Komsomol members regularly report at party and Komsomol bureau meetings and sessions on their contribution to the struggle for economy and thrift has also played a major role.

In the past few months of winter combat training the battalion personnel have participated in tactical training and exercises a number of times. Despite this, most drivers were able to save considerable amounts of gasoline. For example, every month Pvt V. Lungu saves 50-80 liters of fuel. Bearing in mind the fact that the vehicles are driven in the mountains, frequently without roads, it becomes clear that reaching such indicators was a particularly complex matter. Here the driver must display a number of qualities: skill, careful equipment handling, and careful use of each kilogram of gasoline. These are precisely the qualities we try to develop in every soldier.

Yet, I would be sinning against the truth by not saying that we have made use of far from all existing possibilities. Unfortunately, some people do not burden themselves with particular worries and concern regarding thrift and economy. In the course of equipment inspections remarks have been frequently addressed to officers, sergeants, and soldiers. Citing various objective reasons, some commanders fail to display the necessary exactingness toward their subordinates and do not see to it that the equipment is always maintained in model order. Therefore, it is not astounding that pvt Yu. Gorin, M. Tsurkan, and others "forget" to adjust carburetors on time or "fail to notice" that fuel is leaking....

Some drivers treat tires wastefully. They brake sharply unnecessarily, and do not check tire pressure, or front wheel alignment. This may seem a petty matter. However, bearing in mind the large volume of equipment in daily use, translated into money this turns out to represent tens or even hundreds of rubles wasted.

Understandably, here a great deal depends on the work style of the commanders. By displaying the necessary strictness such shortcomings could be reduced to a minimum. Did Warrant Officer A. Krasavin and Sgt V. Smirnov fail to see the way some drivers drove around the motor vehicles pool without a purpose, warmed up their engines excessively, or serviced their vehicles negligently? They saw all this but did nothing to put things in order.

We correct such people. Everyone must deeply realize that the struggle for economy means more than saving kilograms of people's property or extending the service life of combat equipment. The struggle for economy has great educational impact on the personnel. It teaches the people precision, order, and discipline and enables them to realize more profoundly their patriotic duty to the homeland.

5003  
CSO; 1801

## DISCIPLINARY AUTHORITY OF OFFICERS CLARIFIED

Moscow KRASNAYA ZVEZDA in Russian 3 Apr 77 p 2

[Article by Lt Col Justice N. Artamonov, candidate of juridical sciences:  
"The Limits of Authority; Commander and Law"]

[Text] At a conference, in the presence of senior officers, the regimental deputy commander reprimanded the battalion commander for shortcomings in preparing his subordinates for parade inspection. One could imagine how unpleasant it was for the officer to be blamed publicly for an annoying mistake. For this reason, when several days later, at a lecture given by a military jurist, he asked whether the deputy commander of the regiment had the right to inflict a punishment on a battalion commander many among those present took this as merely the consequence of the still ranking insult of the young battalion commander. However, asking the question, the officer referred to Article 113 of the Interior Service Regulations, showing that he was motivated not only by his emotions but by a certain lack of understanding of the regulations as well.

Let us read said article. Indeed, it stipulates that the battalion commander is the subordinate of the regimental commander. Yet, does this mean that the regimental commander alone is the battalion commander's only immediate superior in the regiment? Naturally, no. No single service regulation can be considered taken separately. Those same Interior Service Regulations stipulate that the deputy regimental commanders are the direct superiors of the entire regimental personnel, which includes battalion commanders, and could, therefore, punish or reward them disciplinarily. As to Article 113 and other articles like it (the stipulation that the platoon commander is the inferior of the company commander who is the inferior of the battalion commander, and so on), they emphasize the one-man command principle of the Soviet Armed Forces. According to this principle the one-man commander guides and controls all the activities of his subordinates, whereas his deputies are responsible only for certain aspects of the work, assisting the implementation of the commander's decisions.

This official position held by the deputies determines their legal status. Their disciplinary authority is one grade below the rights granted their immediate superiors. For example, the deputy regimental commander has the rights of the battalion commander.

True, a battalion commander (as was the case in our example) may assume that such authority is insufficient for imposing a punishment on himself. This leads occasionally to misunderstandings or "insults" caused by the basic lack of legal information on the part of the comrades.

All we could add is that, having the rights of a battalion commander, the deputy regimental commander has the right to issue to subordinate officers a remark, a reprimand, or a formal reprimand. Therefore, the deputy regimental commander mentioned at the beginning of this article reprimanded the battalion commander fully in accordance with his disciplinary authority.

Nevertheless, we could have avoided such a thorough discussion of this event which took place at the X Motorized Infantry Regiment had there not existed other similar situations which also arise as a result of the lack of understanding on the part of some military servicemen of the limits of the disciplinary authority of deputy commanders. What are the specific duties which correspond to an authority one degree lower than that of the commander? The answer to this question is not clear to every one.

The point is that some deputies look for the answer in the comparative table of disciplinary rights (Appendix 1, Disciplinary Regulations) in which they find listed the duties of the commander of a separate unit or subunit after the duties of regimental, battalion, or company commanders, and try to make use of their rights.

This was done, for example, by Capt. A. Kashirin, deputy commander of the separate battalion. Since his immediate superior had broader rights than a regular battalion commander, the captain assumed that the same principle should apply to himself as his deputy. On one occasion he punished a sergeant in his command with five-day detention. Understandably, checking

the condition of legality in the separate battalion, the military prosecutor qualified this action as excess of authority. The sergeant was released, and it was pointed out to the officer that, like any other deputy battalion commander, including a separate battalion, he had the rights of company commander and could order the detention of soldiers and sergeants for no more than three days.

It must be remembered that the formulation itself of "one degree lower (higher) rights of the official" is a sort of exception to regulations. It reflects a characteristic of the official position of a number of military servicemen and the specific nature of the tasks of some subunits. For example, naturally, the commander of a separate battalion needs broader rights than his regimental colleagues in a regiment where many of the problems are resolved by the regimental commander or his deputies. Yet,

such an increase of disciplinary authority is not extended to the deputy commanders of separate units or subunits. They could apply said formula on the basis of the system of regular positions listed not in the appendix but in the text of Article 12 of the Disciplinary Regulations which does not list the duties of commanders of separate units or subunits.

The same article should be consulted also by those ordered to head one or another team. Clearly, operating outside the main forces of the unit or subunit, the chief of such a team must have greater disciplinary powers. According to regulations he is granted rights one rank higher than those stipulated for his position.

Such disciplinary authority is granted the commanders of student subunits, and the chiefs and military commandants of garrisons in imposing punishments on military servicemen in special circumstances. For example, a military commandant whose official category is based on the military rank of major and is the equivalent of a battalion commander has the rights of a regimental commander.

Disciplinary authority is an important tool in the hands of the commander for purposes of maintaining high military discipline in the unit, aboard ship, or in the subunit. The regulations must be used ably, in accordance with the nature of the transgression, the culpability, and the personality of the culprit. Unless such stipulations are met the desired educational effect cannot be achieved. If errors are to be avoided in such a responsible matter the regulations must be well understood and a clear idea must be had as to the range of one's official rights.

5003  
CSO: 1801

RYAZAN' AIRBORNE COMMAND SCHOOL TRAINING DESCRIBED

Moscow KRASNAYA ZVEZDA in Russian 3 Apr 77 p 2

[Article by Major K. Pashikin, KRASNAYA ZVEZDA correspondent: "At the Ryazan' Airborne School"]

[Text] Springtime....In a few weeks thousands and thousands of tenth grades will leave the school, and every one of them asks himself what to become. In letters to the editors many youngsters share their dream of becoming an officer. Many want to know about military schools and, in particular, where and how are future airborne officers trained. Such requests have been received from S. Popov, V. Volkov, A. Kuts, V. Zykov, V. Lopanda, and many others.

Our correspondent, Major K. Pashikin, visited the Ryazan' Higher Airborne Command School imeni Leninskiy Komsomol. Following is his correspondence describing the training of future airborne officers.

Doors of classrooms, halls, and laboratories....I open one of them and immediately find myself plunged in the thick of battle. Deployed in a single line, combat vehicles are rushing toward the front line of the "enemy's" defenses. Orange-colored traces stretch in the direction of the advancing forces. Orders to neutralize the sources of fire are heard on the radio. We hear guns being fired and bursts of machinegun fire....

In the tactical control classroom every student has his work area from which he controls the battle as platoon commander. Trainers hone practical skills in operating airborne combat vehicles and firing at ground and air targets. Today the "enemy" is Lieutenant Colonel V. Pivovarov, senior instructor at the chair of tactics. Behind the control panel he keeps changing battle field conditions and reactivating sources of fire.

The future airborne officers have rich training facilities at their disposal. The school has a training and production building with various shops, laboratories, and modern instruments and stands, for the students graduate

as engineers in charge of operating armored and motor vehicle equipment. Consequently, they must have a great deal of knowledge and be able to do a great deal.

Naturally, airborne training is one of the most important subjects. The future officers learn the structure of parachutes, and practice the mooring of freight and combat materiel. They train at the parachute jumping tower. Then, there comes the roaring of engines and, finally, the command, "Go"....

The paratrooper engages in battle the moment he touches ground or even while still in the air. Such combat demands the full stress of physical and moral forces and the ability to subordinate his feelings to a single objective: the strict implementation of the combat assignment. This means that along with impeccable professional training the paratroop officer must have the highest moral and combat qualities. He must profoundly understand his duty to the homeland and always bear in mind the stipulations of the loyalty oath.

That is precisely why the school pays particular attention to the ideological tempering and moral and psychological training of the future officers. The objective of the command, the political department, the subunit commanders, and the instructors is not simply to train a highly skilled specialist but a convinced fighter for the party's cause and an able leader who could teach and educate his subordinates.

How is this task implemented? From the very first days of school profound knowledge and the strict implementation of all military regulations, high discipline and total dedication of efforts in mastering the curriculum are demanded of the students. Commanders and teachers keep track of everything: strict observance of the daily schedule, efficient and prompt fulfillment of orders and instructions, a military appearance, and attitude toward comrades.

We should mention that the intense and purposeful efforts of the entire school collective is effective. Here is the opinion of a unit commander of school alumnus Guards Lieutenant Aleksandr Kozub: "Excellent training. Trains and educates the personnel ably. Actively participates in social life. Develops high moral and combat qualities in his subordinates through personal example and constant exactingness. The school command may be proud of such graduates...." Many excerpts from such references could be cited.

Such are the end results. Who could enroll? The personnel department receives letters from all parts of our immense country, written by high school graduates, privates, and sergeants.

"In the spring the flood of correspondence doubles if not triples," said Major L. Ryum, the school's personnel department chief. "Many would like to become paratroop officers but not all have a clear idea of the obstacles to be surmounted along the way."

Here is, for example, what Sergey Digalov, from Groznyy, wrote: "I have made one parachute jump. Would this help me to enroll?" Well, a jump is a good thing but hardly everything. The school accepts the best among the best. References, participation in social activities, and physical condition are taken into consideration along with the results of entrance examinations.

Yes, only the strong in spirit, those who are not afraid of the winding roads leading to the top may take their place among the paratroopers. This applies to the overwhelming majority of students.

Let us consider student Vladislav Markushev. He failed in his first attempt to enter the school. The following year he returned and succeeded. Sergey Burlutskiy was just as persistent. Sergey Chernyakov wears his student's uniform proudly.

"The first semester was hard," Sergey Chernyakov admitted. "But its main result was that we definitively realized that we had made the right choice."

Such is our brief story of a school training airborne officers. We hope that we were able to answer some questions exciting our young readers, and help them to find their way in their choice of a career.

As to the other military schools, naturally, each one of them has its own specific features. Regardless of their specialty, however, all of them give the youngsters a complex, responsible, and very honorable profession: defender of the homeland.

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CSO: 1801

SUCCESSFUL CONCLUSION OF WINTER COMBAT TRAINING STRESSED

Moscow KRASNAYA ZVEZDA in Russian 5 Apr 77 p 1

[Editorial: "Successful Completion of Winter Training"]

[Text] The combat and political training of army and navy troops is taking place in an atmosphere of high political and practical activities. Competing in honor of the 60th anniversary of the Great October Socialist Revolution, the personnel of large units, units, and ships are adamantly raising their ideological-political standard, mastering modern equipment and weaponry, and improving their field, air, and sea training. These days the tenseness of military work is being felt particularly strongly: winter combat training has entered its final stage, saturated with field firing and missile launching, combat employment flights, and tactical exercises.

The army and navy forces have approached this important stage, the crowning period of their training, enriched with knowledge and experience in operating under the complex conditions of modern combat. The ideological and professional training of command cadres has increased. The content and forms of party-political work have become richer, closely linked with the life of the country and the specific tasks of the combat and political training and service of the troops. This enables the army and navy forces successfully to resolve combat training problems and demonstrate in field training, flights, and cruises high moral-combat qualities, and the ability to withstand firmly combat intensiveness and physical and psychological stress.

For example, the artillerymen commanded by officer O. Kuzin recently returned from the training center. For the past four years this military collective has been graded as excellent. Once again the personnel were on the level of the situation. All combat and field firing exercises were rated excellent. The commander, and the party and komsomol organizations are doing everything possible to make effective use of the training time and to maintain the high intensiveness of socialist competition day after day.

The concluding stage of the winter training is a kind of final stretch during which every military serviceman tries to devote maximal efforts to consolidate and increase acquired knowledge and skills, eliminate the weak

aspects of his training, and fulfill in their entirety his pledges in the socialist competition. It is important to create in all units, ships, and subunits the necessary conditions enabling officers, warrant officers, sergeants, master sergeants, privates, and seamen to have the possibility to prove themselves in practical actions at firing lines and starting positions, in tank and motor vehicle parks, and in flights and cruises in the course of tactical and specialized tactical exercises. The combat training efforts of every soldier must be given an objective assessment factually reflecting his contribution to the combat readiness of subunits, units, and ships, and in the fulfillment of the obligations of the socialist competition of the anniversary year.

Currently competition in the army and navy assumes qualitatively new features and characteristics. Today it is inseparable from the scientific and technical revolution in military affairs, focusing to an ever greater extent on problems of effectiveness and quality, and influencing ever more actively the reaching of best possible results in military work. Yet, we must bear in mind that the competition reveals not only the leaders, the winners, but the laggards as well. This directs commanders, and party and komsomol organizations to focus their efforts on correcting shortcomings, urging on lagging sectors, and adamantly work for the high quality fulfillment of plans and programs for combat and political training.

A great deal of intensive work, effective use of the concluding stage of winter combat training, and paying prime attention to the quality indicators of the training and education process are needed in order to achieve high level combat training of subordinates. There could be no easing or slackness in combat training. A major error is committed by those who fail to display the necessary exactingness toward subordinates in exercises and in completing work on various elements of handling weapons and equipment, thinking that the men would prove themselves in fire practice. Such an approach recently let down the tank company commanded by Captain B. Salikhov. The company had extensive fire practice but its level, unfortunately, remained low. When the tank men engaged in fire practice with regulation shells gaps in personnel training became immediately apparent. The resulting rating was unsatisfactory.

In order to avoid such failures in training and service we must always and profoundly study the state of affairs of combat training and educational work. We must be able to detect on time any gap in training and education and to adopt decisive measures for their elimination. Such measures are particularly necessary at the concluding stage of the winter training. Commanders, political workers, and staff officers must focus their efforts on work in companies and equivalent subunits, wherever the combat skill of the troops is forged, where their ideological tempering is developed, and where they become firm, disciplined, daring, and able defenders of the homeland. In this case it is important not only to detect one or another omission in training and service but to help subunit commanders to eliminate them within a short time, and teach them how to make more profitable use of training time in their efforts to achieve high accomplishments in military work. Particular attention should be paid to lagging subunits.

The commander's personal example is a tried means for mobilizing the personnel for active efforts. Every officer, warrant officer, sergeant, and master sergeant must masterly handle equipment and weaponry and set the fashion for the actions of his subordinates through his own example of execution and organization.

The most important prerequisite for high accomplishments in training is strong military discipline, and model service organization. Such problems must always remain in the field of vision of commanders, staffs, and party organizations. It is important to insure the inviolability of the daily schedule, the rhythmical nature of the training process, coordination at all levels of management, and high personnel performance, and model implementation of the oath and the regulations.

Active and purposeful party-political work, organically linked with the problems resolved by the troops and navy forces, must direct the personnel to the high quality completion of winter training. In such work it is important to make full use of the tremendous mobilizing force of the CPSU Central Committee decrees on the 60th anniversary of the Great October Socialist Revolution, and insure the implementation of the stipulations of this important party document. Every soldier must be aware of the fact that high achievements in training and military service, and strong military discipline are his contribution to the struggle for the implementation of the decisions of the 25th CPSU Congress, and the best gift he could make for the anniversary of the Great October Revolution.

Through their selfless military work the Soviet forces are demonstrating their infinite loyalty to the homeland, the party, and the people. The successful completion of winter training will become yet another proof that the results of the constructive toil of the Soviet people are reliably protected.

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CSO: 1801

## INDOCTRINATION OF YOUNG OFFICERS IN GSFG DESCRIBED

Moscow KRASNAYA ZVEZDA in Russian 5 Apr 77 p 2

[Article by Colonel General I. Mednikov, military council member and chief of the Political Administration of the Group of Soviet Forces in Germany: "Party Concern for Cadres"]

[Text] Our party has always considered the Leninist cadre policy as a powerful lever through which it could influence all aspects of development of the socialist society. At the 25th CPSU Congress Comrade L. I. Brezhnev, CPSU Central Committee general secretary, pointed out that, "The modern leader must organically combine within him party-mindedness with profound competence, and discipline with initiative and a creative approach to the work. At the same time, whatever his sector, the leader must equally take into consideration sociopolitical and educational aspects. He must be responsive to the people and to their needs and requirements. He must provide the example in work and life."

Thanks to tireless party concern, the group forces have politically mature officer cadres, boundlessly loyal to the socialist homeland, and militarily and technically trained. The majority of our officers have proved themselves as skillful leaders of military collectives. They are successfully upgrading the quality and effectiveness of the training and upbringing of their subordinates and are struggling to welcome properly the 60th anniversary of the Great October Revolution.

Let us take as an example Lieutenant Colonel G. Belov, an experienced and all-round trained commander who enjoys great prestige among senior commanders and subordinates. The unit he commands is distinguished by its high combat readiness, efficiently organized training process, and strict observance of regulations. As to what is the basis for such successes, let us note, above all, the unity within the officers' collective, its joint work, the zealous attitude of the people concerning their service, and the desire to master modern methods for the training and education of subordinates.

Let us emphasize that Lieutenant Colonel Belov himself works more than anyone else with the officers. In this respect he is actively assisted by the party

organization. Its contribution to the education of leaders at all regimental levels has been particularly noteworthy. At the same time, the party organization directly participates in the selection and placement of officers' cadres. The commander skillfully relies on the party organization and listens to the views of party members.

Last year the promotion of officer A. Trunov was planned. A number of people supported the suggestion. However, in the course of the formulation of the party's character reference, the party committee members noted that party member Trunov was not raising his ideological and theoretical standard with the necessary persistence. He was not expanding his knowledge as an educator and has not profoundly mastered his assigned equipment. The opinion of the party committee was, "Let us wait a little." Trunov was not promoted then. However, he drew proper conclusions from the critical remarks of his comrades: he began to work better and devote more time to self education. After a while, when his candidacy was reviewed, the party organization gave him a positive reference with a clear conscience. Such a principled party approach to the rating of a party member had an educational impact on other comrades as well.

Also characteristic is the fact that the party committee can find on time in officers, young officers in particular, leadership and other practical qualities, and support such comrades in their appointment to higher positions, and help them in the course of their work.

Quite recently Captain N. Aleksiychuk had a duty promotion. He is an officer with great experience in staff work. However, initially he had difficulties as a battalion commander. The commander, the other party committee members, and able method and education workers supported the officer. On the spot, they gave him concrete assistance in organizing the training and education process in the battalion. Aleksiychuk himself worked extremely conscientiously and matters progressed.

Problems of the education of the officers' personnel are the focal point of attention of the party committee and the party organizations of subdivisions. It was on their initiative that a talk was given to the unit's officers on "Problems of Cadre Policy in the Decisions of the 25th CPSU Congress". A readers' conference was held to discuss the book by Major General D. Volkogonov, "Etika Sovetskogo Ofitsera" [The Ethics of the Soviet Officer]. With the participation of the party organization a number of other useful measures are being implemented which contributes to the development of the social and official activeness of party member officers, and to upgrading their pedagogical preparedness and responsibility for the education of the people.

We believe that these examples are adequate to prove that wherever party concern with cadres is displayed not in words but in actions, and where established procedures governing the choice, placement, and education of leaders are observed strictly, a spirit of reciprocal exactingness and principle-mindedness predominates. Each unit party committee or party

bureau must be concerned with the strict implementation of the party's requirements concerning work with cadres. The Regulation on Political Organs, and the Instruction on CPSU Organizations in the Soviet Army and Navy consider this to be their duty.

Unfortunately, some political organs, party committees, and party bureaus have adopted a formalistic attitude toward cadre problems. Individual party leaders reduced their role only to approving the party reference issued to candidates for promotion, or limit themselves to a brief talk with them. There have been cases in which a person has been rated essentially on the basis of investigation data. Unquestionably, these are important indicators. However, they are not the final word in the appointment of comrades to a high position.

Occasionally, all this is based on the fact that not everyone is able to assess objectively the political, moral, and practical qualities of a person, and "guess" beyond them the existence of a future leader. Any one-sidedness, familiar approach, subjectivism, and haste in assessing the abilities of a person lead to premature and, occasionally, simply erroneous appointments. As a rule, this affects not only the fate of the leader himself but creates a stressful atmosphere in the collective.

Such was the case, for example, with officer V. Rytov. Appointing him to a new position, the superiors proceeded from the fact that Rytov was young, was an academy graduate, and had given a good account of himself in the past. In the course of tactical exercises he was able to give an accurate command, report on the circumstances thoroughly, and direct attention to himself with his smart and neat appearance. It was this that won senior comrades, including the party leaders who believed the officer to be sufficiently mature for independent work in his new position.

Yet, it is known that not everyone, even a young officer well trained militarily, could be an able commander. Many other qualities are necessary. Yet, those were the qualities that Rytov lacked. In particular, he neglected the views and experience of senior comrades and fellow servicemen and of the party organization. In his conversations he always tried to emphasize that, "I decided, I said, I established," whereas in the past such personal shortcomings on the part of this officer were not always apparent to everyone, following his assumption of the new position, gradually they became quite apparent. Initially the atmosphere of well wishingness within the collective began to break down, as the result of which military discipline worsened. The work began to suffer.

Naturally, Rytov himself is to be blamed, above all, for this occurrence. However, we must not forget the moral responsibility which must be borne in such a case by the respective superiors, the political organ, and the party organization.

We must also bear in mind the fact that some references and service ratings are drafted superficially and hastily. One could say that they are drafted routinely, like a form. This particularly applies to the rating of the

organizational capabilities of an officer and his ability to work in and with the collective. Unfortunately, party references occasionally ignore such matters. Furthermore, the party reference may not mention a word of faults in the service and behavior of an officer who is a party member as included in his official record. Naturally, such an attitude to the matter does not confirm in the least any exactingness and principle-mindedness shown in the choice and placement of officer cadres.

Yet another thing is noteworthy. Haste is inadmissible in assessing the qualities and shortcomings of young officers. Yes, not everything is smooth for some of them. They need a great deal of advice and help on the part of their seniors, which is natural. However, here and there, why conceal it, the label of "incapable" is applied to some young people. They are blamed of "failing to justify the trust", and reprimands are issued rashly. Is it possible to "promote" in a person the qualities of leader of a military collective this way? Is this not the reason that after commanding a subdivision briefly some young officers request transfers to other positions?

Of late a great deal has been done in the group of forces for the political organs and party committees and party bureaus to upgrade their activeness in improving the selection, placement, certification, and upbringing of officers. Their forms of participation in this important project are varied. For example, commanders and political workers jointly consider the lists of candidates for promotion, and jointly discuss party references and certifications.

Political workers participate in the elaboration of long-term plans for the selection and placement of officer cadres. The practice of hearing reports by chiefs of cadre organs, unit political workers, and secretaries of party committees and bureaus on their work related to the education of officers submitted to political affairs departments has proved itself.

The political organs and party organizations are doing extensive work to strengthen one-man command on a party basis as the most important principle governing Soviet military construction. Concern for upgrading the prestige of commanders and chiefs is combined with developing in them exactingness toward themselves and in the struggle against all manifestations of conceit, rudeness, misuse, and non-objective assessment of actions by subordinates. The political organs proceed from the fact that a single norm of behavior exists for every party member, and even more so for a leader; the party norm of behavior, and that a leader who is a party member cannot be one person in his office, another at a meeting, and a third on the outside. Always and everywhere he must assume an active position in life. He must be a highly moral example of behavior in all official and nonofficial situations, for everything which represents the inner wealth of the commander becomes accessible to his subordinates.

A great deal has been given to the officer and a great deal is demanded of him. He is the organizer of the training and education of the personnel. The quality of training of the troops and the condition of military discipline

depend, to a determining extent, on the way he fulfills his obligations. Profoundly realizing their vocation, in the year of the 60th anniversary of the Great October Revolution our officers are adamantly trying to work even better and to dedicate all their forces to the further strengthening of the power of the Soviet state.

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CSO: 1801

## TRAINING METHODS IN AIR FORCE SQUADRON CRITICIZED

Moscow KRASNAYA ZVEZDA in Russian 6 Apr 77 p 1

[Article by Major G. Ivanov, KRASNAYA ZVEZDA correspondent: "What the Squadron Forgot"]

[Text] A week of intensive work by the aviators of the squadron commanded by Major V. Turuta was completed. I had the occasion to attend the flights of this subunit and I was interested in the results. The Saturday hour scheduled for this measure came. However, the flyers collected their aircraft clearance, notebooks, and aids, and went to lunch. After lunch they went home.

Neither the squadron commander nor his deputy for political affairs Captain A. Naumenko even mentioned the summing up of the results of the work done by the personnel in the past week. As it became clear later, neither one had even prepared himself for this measure important in guiding the socialist competition. The impression was created that this was the usual custom here, and that weekly results were summed up irregularly. In any case, no attempts were even made to gather some data. True, the squadron commander and his deputy for political affairs say that they find the outlining of theses sufficient for purposes of summing up results. The method is extremely simple. However, it conflicts with the logic of things: day after day each flight is rated on the basis of numerous data based on objective control. How could all this be summed up extemporarily, by eye?

It would be hardly possible to assess with this method all the pluses and minuses and the qualitative and quantitative results of combat training. The experience of the leading competition organizers proves that the thorough and instructive summing up of results must precede extensive--let us not avoid the word--research work by commanders, staffs, political workers, and party organizations. Such a thorough approach alone could insure publicity and comparability of results in the struggle of the collective for upgrading the quality of air training of aviators and determine the type of obligations which have been fulfilled and those over which more work remains to be done, and the flights to be pulled up. Furthermore, summing up results

makes possible to insure the fastest possible dissemination of progressive experience.

Addressing this 16th Congress of USSR Trade Unions, Comrade L. I. Brezhnev said: "Effectiveness and quality are the key task of the Tenth Five-Year Plan. However, we must not forget that in order to prevent such concise and precise formula from becoming a familiar sentence and lose its active and mobilizing nature, every day one must zealously ask himself: is everything being done for its implementation?"

Such are the requirements of the party. Therefore, in the course of the socialist competition we must insure constant control over the implementation of obligations and sum up results regularly. Yet, this is ignored in the squadron. Meanwhile, last school year the collective surrendered its positions and the squadron lost its excellent rating. Prerequisites for flight accidents by the fault of the personnel occurred.

The subunit began its current school year as a lagging one. However, the collective set itself the task of regaining the title of excellent squadron by the 60th anniversary of the Great October Revolution. Let us render the aviators their due: they began the school year successfully.

However, many unresolved problems remain. Some flyers allow piloting errors. Some inadvertences committed by Lieutenant V. Petrakov, for example, bordered on prerequisites for flight accidents: he confused the numbers of navigation zones, forgot to cut out headlights before landing, and to coordinate the course system before the flight. The squadron is also poorly fulfilling its obligations on increasing the number of excellent airplanes. Whereas the technical condition of most airplanes is consistent with the strictest requirements, the behavior of individual technicians, such as Lieutenant V. Terent'yev, for example, gives rise to very serious criticism; according to the competition conditions an airplane cannot be rated excellent if any one of its crew members is not rated excellent.

We believe that such problems could full well be discussed in summing up results. In the course of the preceding week, however, even though it had essentially passed without any major violations of flight regulations or regulations governing the servicing of the equipment, remarks had been made by the flight leader, by engineers, and service chiefs. Each such remark deserved a detailed study. Furthermore, in the course of one week of intensive work, a number of events had taken place in the squadron which would please the collective. For example, Senior Lieutenant V. Polushkin successfully passed his test for the title of Military Flyer Second Class. Three pilots completed their first class training program. For the first time young officers flew at night under complex meteorological conditions.

In a word, there was a great deal to talk about. In conclusion, as is proper, the position of flights and groups in the socialist competition should have been established, and the best flyer and technician named. Yet,

what is happening: the competition is going on but no one knows who is ahead and who is lagging. In our conversation the squadron commander was unable to name both the best specialists as well as the best flights and groups.

What is the position of the squadron's party organization on this important matter? I discussed this matter with Captain N. Palaloga, party bureau secretary. The conversation revealed that the party members are not displaying principle-mindedness in the struggle with formalism. The party organization bureau is poorly concerned with the prompt implementation of decisions and measures aimed at upgrading further the combat readiness of the crews. Party activists pay insufficient attention to the dissemination of progressive experience.

Recently, for example, at their meeting the party members heard a report submitted by Captain V. Stupak on competition management in the leading flight. Such a talk could be instructive and of interest to other flight and group commanders. Unfortunately, the party bureau did not help the party members to prepare a report and did not direct it toward covering progressive experience in organizing the training process. As a result, no effective discussion took place at the meeting.

All this, put together, leads to presume that forgetting to sum up results in the squadron was no accident. This revealed an underestimation of the mobilizing role of the competition in the struggle for achieving effectiveness and quality of combat training. Has the time not arrived to put an end to such an approach? Once the squadron's collective paid a high price for this kind of underestimating: it lost the title of excellent squadron. In order not to repeat last year's lesson and welcome the anniversary of the Great October Revolution with an excellent rating the aviators must comprehensively upgrade the organization of combat training and control strictly the implementation of plans and socialist obligations.

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CSO: 1801

## REAR SERVICES WORK IN AIR DEFENSE AVIATION UNITS

Moscow KRASNAYA ZVEZDA in Russian 6 Apr 77 p 2

[Article by Lieutenant General Aviation V. Shevchuk, chief of the rear, National Air Defense Forces: "Trust and Exactingness"]

[Text] This fighter aviation regiment of the National Air Defense Forces is one of the best. Here curricula are being successfully covered. The skill of flyers, engineers, and technicians, of all aviation specialists, is growing rapidly. The regimental commander and his deputies unanimously emphasize the great importance to the successes achieved of the efficient and high quality work of the subunits and services of the separate airdrome-technical support battalion commanded by Lieutenant Colonel P. Ostrivnoy. Suffice it to say that both last and this year the regimental command rated flight support exclusively as excellent or good. The unit specialists are successfully fulfilling their obligations in the competition in honor of the 60th anniversary of the Great October Revolution.

What insures the success? Above all, the efficient organization of the training process, socialist competition, purposeful party-political work, and firm military discipline. Let us note the high organizational qualities of Lieutenant Colonel Ostrivnoy, his proper knowledge of the specific assignments of the fighter regiment, and the ability to work with people and trust them, and to teach and demand impeccable fulfillment of the military oath, regulations, instructions, and functional obligations. Major V. Pronin, deputy commander for political affairs, and the party and komsomol organizations greatly help the commander in developing in the personnel discipline and responsibility for the state of affairs in the battalion.

Also contributing to the success are the good and efficient relations between Ostrivnoy and the leadership of the aviation regiment. Maximal limits, availability of material and technical facilities, conditions governing their storage and maintenance, the condition of specialized and tractor equipment in the battalion, its repair and periods of renovation, proper personnel staffing and training are matters with which the regimental command is well known. That is why the formulation of plans for regimental combat training is implemented strictly in accordance with the battalion's possibilities.

The implementation of combat training assignments by units and subunits of all branches of the National Air Defense Forces largely depends on the level of rear forces support. The scope of combat operations, and the speed of combat against enemy air attack weapons demand today tremendous outlays of material and technical facilities and their prompt replenishment, and the ability to organize and carry out, under complex conditions, repair-restoration, treatment-preventive, and evacuation operations, and the implementation of many other measures. All this has substantially changed the functions and tasks of the rear and of its specialists, and increased the requirements concerning their discipline, organization, and ability to carry out strictly and accurately commanders' orders and assignments whatever the circumstances.

The question of upgrading the responsibility of cadres for their assignments and the development of their initiative and creativity was raised most sharply at the 25th CPSU Congress and the October 1976 CPSU Central Committee Plenum. These party demands fully applied to military cadres. An officer heading a rear service must be a superb organizer and educator. He must organically combine within himself high ideological-theoretical and professional training, discipline, initiative, and resourcefulness. In military personnel such qualities are developed, in particular, with the help of strictly planned control, an efficiently elaborated training system, and the daily exactingness displayed by commanders toward subordinates and by collectives toward each of their members.

Unfortunately, some leaders only speak of high exactingness and strict control while in fact neglect such matters. Such an error was committed, for example, by officer A. Lukashov. He granted chiefs of services and specialists under his direct command full autonomy in the implementation of their tasks. Generally speaking, this is good: the officer trusts his subordinates. However, there are differences between trusting and trusting. Trust contributes to the develop of discipline and yields tangible success only when based on the precise consideration of the individual qualities and possibilities of a person, combined with constant strictness toward him. Yet, as was made clear, Lukashov had a very approximate knowledge of the practical qualities and level of training of officers, warrant officers, and sergeants under his command and failed to formulate strict requirements toward them.

Less than one year ago an officer previously unfamiliar with many of the tasks now assigned to him was appointed chief of one of the services under Comrade Lukashov's command. The officer is diligent and performs his duties well. He does a great deal of persistent work. However, he is unable as yet to determine the main points, predict the development of events, make a proper decision, and organize the work efficiently. However, Lukashov has built his relations with him as well on the basis of the simplest system: once appointed, it meant that he had to fulfill his obligations. As to helping or teaching the person, it was as though that was not his concern.

Naturally, all this is having an adverse effect on the organization of the training process, the socialist competition, and the education of the people.

High responsibility for assignments presumes the display of initiative and creativity on the part of every rear specialist. Recently I met in one of the units platoon commander Warrant Officer Nikolay Yesis. At that time he was in charge of clearing the abundant snow which had fallen on the airdrome. Reporting on the implementation of the task, the warrant officer stated that he had called for a special machine to dry out the take-off strip. I questioned the need for such work. The temperature was above freezing and a slight warm wind was blowing. According to the weather forecast no particular changes were expected over the next 24 hours. Therefore, after several hours the take-off strip would dry out by itself.

However, citing changes in the direction of the wind and a number of local symptoms, the warrant officer claimed that a colder spell could be expected toward the end of the day. His assumption was soon justified. Therefore, his failure to organize, on his own initiative, the timely drying of the strip would have resulted in its icing.

Warrant officer Yesis has commanded the platoon for the past ten years. He is a master of his work. He is able to develop in the soldiers love for their combat skill and to develop their good performance and discipline.

Many warrant officers like Nikolay Yesis could be found in this unit. They have most valuable experience acquired after years of painstaking and thoughtful work with people. The unit commander does not consider it shameful to seek their advice on one or another matter. Here everything is being done for the useful suggestions of officers, warrant officers, sergeants, and privates to be energetically applied in practice. This is the best means for the development of initiative and for promoting independence and responsibility for assignments.

The party organization headed by Captain V. Khusainov deserves great credit for the establishment of such a work system. The party organization creatively resolves problems of party influence on the development of affairs, and adamantly implements the party's requirements that every party member, wherever he may work, or whatever his duties or position, may provide an example of a statesmanlike approach to the solution of major and minor problems, and high level discipline.

At one point some unit officers complained of insufficient training time. "Is the amount of training time too rigid? Let us study it," suggested the secretary to the party members. "Could there be some unproductive time losses in doing flight support work?" It turned out that the more effective organization of both training and execution of special projects was possible.

It was decided to make more extensive use in professional training of the individual training of specialists on the job, as is being done by platoon commanders Warrant Officers Nikolay Yesis and Ivan Boldikov. The training curricula began to be coordinated with the plans for equipment servicing and flight support. To this effect, preparing, for example, for a day of flying, company and platoon commanders are concerned not only with preparing

the equipment which will be needed for servicing the airplanes but with the organization of the training as well. There are frequent periods of free time between the implementation of one or another assignment at the airdrome. Today this time is being used for technical training, training in mastering the equipment, and coordinating computations. This is possible only if everything has been planned and thoroughly considered in advance. That is why Captain Ya. Safronov, chief of the tractor and electric and gas service, and company commanders Captains N. Krynskiy and A. Berestnev pay great attention to preparing officers, warrant officers, and sergeants for giving such classes and instructions. They organize instruction-method and demonstration classes and disseminate progressive experience.

The idea of organizing a mobile class using a two-axle trailer, using written off equipment, was also developed in the unit.

Posters, electrified charts, and practice parts of various machines were installed in the trailer. This classroom greatly helps in the organization of personnel training. The training experience acquired on the job is put together and summed up together with independent studies for qualification upgrading.

All this contributes to improving the professional training of specialists and to upgrading the quality of rear support.

As we know, success in the activities of rear units and subunits largely depends on purposeful and efficient planning. That is why, concerned with the uninterrupted, rhythmical, and qualitative work of the rear, rear subunits, and services, experienced unit commanders adamantly strive to make the plan for economic activities a document based on collective creative work. They are adopting all the necessary measures to involve in its elaboration deputy commanders for rear services and technical affairs, staff specialists, chiefs of services, and subunit commanders, so that such a plan may take into consideration the practical suggestions of officers, warrant officers, and sergeants. Such trust and attention to the experience acquired by specialists encouraged them to engage in creative research and initiative, and to promote individual and collective responsibility for assignments. In such a case the plan itself becomes realistic, and a program for action of which everyone is aware and whose implementation is kept under the strict and permanent control of the commander and the staff.

5003  
CSO: 1801

## WORK OF TANK DIVISION STAFF OFFICERS PRAISED

Moscow KRASNAYA ZVEZDA in Russian 8 Apr 77 p 2

[Article by Guards Lt Col A. Sergeyev, chief of staff of the Guards Ural-L'vov Volunteer Tank Division imeni Marshal of the Soviet Union R. Ya. Malinovskiy, which has been awarded an order three times, Group of Soviet Forces in Germany: "A Reliable Course"]

[Text] Effectiveness and quality--this formula tersely and accurately reflects the essence of the key task now facing each collective. It is necessary, as comrade L. I. Brezhnev emphasized at the 16th USSR trade union's congress, "to check for oneself daily and with partiality whether everything has been done to implement it." The article, published below, tells how a division headquarters daily influences the progress of competition and the struggle to be a progressive large unit and how it achieves high effectiveness in the entire training process through a steady rise in the quality of the officer's professional training.

Literally from the first minutes of the exercise, the guards tank regiment found itself in a complicated and very dynamic situation. The tankers had to complete a long off-road march, cross almost impassable sections of terrain, and fire under conditions of limited visibility. This was at a time when the spring season of bad roads had already "said its piece." However, not a single tank and not a single wheeled vehicle was put out of action.

The high level of firing and technical training on the part of commanders and all regimental personnel was graphically visible in this. Here, the officers have rated qualifications. The majority of them are specialists first and second class. Their professional training displays itself, of course, not only in the fact that combat vehicles are maintained in an exemplary manner in the units but it is reflected most of all in the intelligent employment of equipment and weapons directly on the battlefield and in short volleys against an "enemy."

During the year of the 60th anniversary of Great October, division officers have assumed high socialist obligations. All of them have decided to raise their rated specialty, to thoroughly learn the capabilities of the combat equipment, and to use it with the maximum efficiency. In carrying out these high obligations the large unit's staff is also striving to make its contribution.

It is rightfully said that the headquarters is "directing" the entire life of the troop collectives. However, it was necessary to listen to the view that the main thing in the work of the headquarters is skilful planning. The rest, as they say, will "follow" by itself. I cannot share such a point of view, although planning on a scientific basis undoubtedly has enormous importance. The role of checking on the progress of combat training is also great, including checking on the way socialist obligations are being carried out.

A definite officer has been assigned in the headquarters for each regiment in the division. By carefully studying the life of the unit, he obtains a clear picture of the skill level of commanders and personnel and of their achievements and shortcomings. Personal observation of these comrades permits "giving life" to the numbers, which flow together in the headquarters. They often help a fact to be seen behind what at first glance appears to be an insignificant item and help in making important summations.

I will not deny that at times checking is performed based on the principle "he came, he saw, he reported." We resolutely struggle against such an approach. It is not only important to detect shortcoming but it is also necessary to delve into their reasons, and to exert the maximum endeavor and ability in order to eliminate them as much as possible immediately. In doing this staff officers devote primary attention to the professional skill of the commanders themselves--how they fire, drive, work communications systems and master instructional methods. When organizing checking we also consider the individual peculiarities of the staff officers, their style of work, and their qualifications.

In one subunit, small arms firing was not "going well". What was the reason? Guards Major V. Demushkin, a staff officer and an expert on firing matters, was entrusted with the task of finding it. Before departing for the subunit they recommended to him that he first of all investigate in detail how well the officers themselves had mastered the "secrets" of aimed fire.

At the firing range, the results were reported to the major: Only one soldier from those performing the exercise had earned a positive rating. Here was something to think about. Neither the company commander, Guards Sr Lt S. Novikov, nor the platoon commander, Guards Lt L. Grankin, could say anything distinct on this occasion. All the reasons boiled down to the following: Is it possible to ask a lot from young soldiers? Thus, by not investigating the reasons for the failures, Novikov continued to "let the firers pass."

Guards Major Demushkin ordered the firing halted. He explained that young soldiers, fearing to go over the time norms, open fire as quickly as possible, and when an infantry combat vehicle is in an unfavorable position with respect to the target.

Having explained and personally demonstrated at what point it is advisable to open fire, Guards Major Demushkin suggested that the training of some of those who had received unsatisfactory ratings be checked again. It turned out that a "miracle" happened: The twos disappeared and excellent and good results appeared.

The observations and conclusions of the staff officer permitted specific recommendations to be developed for performing an exercise and for improving the instructional skills of commanders with respect to firing training.

In a word, the professional growth of young officers is an object of special concern for the division staff. Not only a study of the physical components but also a thorough mastery of the technical and firing potential, which is laid in the construction features of combat equipment, are provided for in the personal plans of all officers.

Each year the staff plans training courses of instruction for officers who arrive in the division from military academies and schools. Their primary aim is to investigate the strong and weak points of each one. This permits the officers' training to be directed more to the point.

The results of the simple research, which is conducted by the staff, speak in favor of a strictly individualized approach in compiling individual plans. After the young officers have completed firing and driving exercises, we analyze whether the level of training of the school graduates is equal. It turned out to be not so. I will not begin to elaborate which military VUZ alumni were the best and which, alas, did not make one happy by their skill. I will only say that we drew the necessary conclusions for ourselves and took the results of the tests into consideration when distributing the officer replacements to the units. In doing this, the division headquarters achieved an equal staffing of units with professionally well trained commanders and comrades who still lagged behind them in skill.

Moreover, it became a rule in the division to point out the military school, which the officers had completed, when summing up the results of socialist competition. It was noticeable that this evoked a healthy rivalry between the lieutenants and a striving to represent their VUZ in a worthy manner.

Every month the division staff works in two units and in two subunits. Over a period of five-six days, the headquarters workers, based on a plan approved in advance, mainly engage in a check-out inspection of the officers' tactical and technical training. As a rule, such inspections are held on the eve of tactical or special tactical exercises. Not disturbing the schedule, the staff workers "join" in the training process. They thoroughly

study the training level of the officers as organizers of training, specialists in their field, and indoctrinators of subordinates.

I would like to point out the industriousness, and principleness of Guards Lt Col A. Razhev and Guards Majors V. Demushkin and M. Kasumov, staff officers. No matter what the task is with which they arrive in a unit of the division, they invariably look for shoots of what is new and progressive. This permits the division headquarters to summarize and disseminate progressive experience rather effectively. The work experience of Guards Lt Col F. Kharitov, the chief of staff of a regiment, of Guards Capt L. Karp, the best gunner, of Guards Sr Lt P. Prostakishin, the commander of a progressive tank company, and of many others has become the property of the entire large unit.

The winter combat training cycle has entered its final stage. A good creative attitude on the part of officers and a readiness to carry out socialist obligations in honor of the 60th Anniversary of Great October are observed in all units of the division. Our division has every opportunity to earn the right to be called a progressive large unit. We see in the steady improvement of the officers' professional training a reliable course to achieving this high aim.

8802  
CSO: 1801

## DIVER TRAINING IN RIGA DOSAAF SCHOOL

Moscow KRASNAYA ZVEZDA in Russian 8 Apr 77 p 2

[Article by Lt Col (Res) B. Bryukhanov: "They Train Divers"]

[Text] More than 30 years ago, not long before the end of the war, a naval club of the defense society was established in Riga. Here, young men of induction age began to study diving--a specialty very necessary for the fleet. Now, the former club is called the DOSAAF Combined Technical School. For its training of divers for the armed forces it has been awarded the Certificate of Merit of the Supreme Soviet of the Latvian SSR and the Merit Badge of the USSR's DOSAAF. The school has established strong ties with kindred training institutions of the defense societies of the GDR, Czechoslovakia and Bulgaria.

Classes in the school are conducted in the evening because the students study without a break from work. They are primarily young workers from enterprises in Riga, Olayne and Yurmala. There are also young men from the local kolkhozes and sovkhozes.

There are few instructors in the diving cycle; however each one has a lot of experience and all of them were participants in the Great Patriotic War. Yu. D'yachenko, the head of the school, lists Capt 3d Rank (Res) Aleksey Ivanovich Cherkashchenko among the best. Aleksey Ivanovich has been awarded the Order of the Patriotic War first class, the Order of the Red Star and many medals. He fought on the Baltic. Under enemy fire he descended to the bottom of the Gulf of Finland and carried out missions for the command. After the war he served for many more years in the navy. In all, he has spent more than 7,600 hours under water.

Along with him, WO [Michman] (Res) Vasiliy Makarovich Pospelov--also a veteran of the Great Patriotic War and a diver with a large length of service who has spent 5,000 hours under water--now teaches diving to the inductees.

The school has at its disposal a good material training base. I went around the studyrooms with the deputy chief of the school. Here is a class on diver training. The students here are studying diving equipment.

Another studyroom is outfitted with the necessary technical systems for programmed study. There is a studyroom for naval matters and a classroom for laboratory and practical work in which the students dismantle, assemble, adjust and repair diving equipment.

The school has a diving tank-- a reinforced concrete cylinder with water. Its height is almost equal to a three-storey house and it has a diameter of more than three meters. We arrived at it when student Sergey Tarsin, a worker from the Riga VEF State Electrotechnical Plant, was preparing for his first descent in the general purpose light diving gear. Instructor Pospelov gave the final directions. Sergey carefully descended the ladder. The water closed over his head and only air bubbles rose from the dark depths of the tank.

After the class we asked Tarsin to share his impressions with us.

Sergey said with a smile: "You know, at first I was afraid to break away from the ladder. The tank is deep and it is dark down there. How, I thought, would I get out of there in case something happened? Don't think that I got cold feet but I began to feel not quite myself. However, I adjusted myself to it."

S. Agapov says: "Besides the tank, we use a training vessel to train divers. We make descents during the summer months to the bottom of the Daugava".

It is possible that after service in the navy or army the lads will select another specialty for themselves and will never again don diving equipment. However, they will not forget the classes in the school which taught them the courage which is always required in life.

8802  
CSO: 1801

## SELECTION PROCEDURE FOR PARTY MEMBERSHIP DISCUSSED

Moscow KRASNAYA ZVEZDA in Russian 9 Apr 77 p 2

[Article by Col G. Strel'nikov: "Objectively and Thoroughly"]

[Text] Concern for the qualitative selection of those entering the ranks of the party and working with candidates for membership in the CPSU are the most important tasks of party organizations. The 25th CPSU Congress gave us a clear orientation in this direction. These questions were further developed in the CC CPSU resolution, "Concerning the work of the Kirgiziya party organizations in receiving into the party and in indoctrinating candidates for membership in the CPSU."

It is well known that the Leninist principle of individual selection into the party, which has been reinforced in CPSU regulations, has nothing in common with a passive expectation of a stream of new members and with an artificial increase in the number of communists. When this proposition is disregarded, exactingness and principleness are invariably lowered.

This is how matters stood in the primary party organization where Capt N. Belyayev is the bureau secretary. Here, not a single individual had been accepted into the party for a long time. In striving to eliminate this gap, the party organization hastily accepted Sr Lt A. Sherstobitov as a candidate for membership in the CPSU. It was soon necessary to call the young communist to account for his personal lack of discipline and for serious neglect of his duties. After the expiration of his candidate period, A. Sherstobitov was refused acceptance into CPSU membership.

Of course, cases like this are encountered extremely rarely; however, there should not be any at all. The fact is that an individual, who provides no benefit to the organization and who causes more harm to it, is at times in the party's ranks.

Anytime you encounter such a fact, you involuntarily think: How did it happen that an individual, clearly undeserving of the high title of a party member, is in its ranks? You begin to investigate and you see that the

primary organization clearly demonstrated a lack of principle in evaluating his moral and work qualities. It did not take into consideration the opinions of those who work alongside of him and who know him well.

Of course, those who recommend him for the party primarily must give a principled evaluation of their comrade. If an experienced communist assumes responsibility before the party for the entrant and for his carrying out of the party program and regulations, then his responsibility must be personal. But do they often in party organizations make a communist responsible for the lack of objectivity in his recommendations?

Let us take that same case of the acceptance of Sr Lt A. Sherstobitov into the party. Major A. Zelenskiy and Maj G. Shalukho, communists, recommended him. When questioned about him before the party organization, they characterized him as a disciplined and industrious officer. However, as they say, the ink had hardly time to dry before the young candidate for membership in the CPSU committed a disciplinary misdemeanor. He was, of course, held responsible but it was also necessary, evidently, to make those responsible who had recommended him.

The CC CPSU resolution on the work of the Kirgiziya party organizations points to the necessity of raising the responsibility of those making recommendations for the objectivity of their references. This, it would seem, occupies a very important place in all the work of party organizations in building the ranks of the CPSU. No one has any doubts, I think, that a party recommendation must be as objective as possible and that it must thoroughly describe an individual who has expressed a desire to become a communist. In the majority of cases it occurs this way. However, it is often possible to see that the main stress in recommendations is placed on work qualities: "A good specialist," "intelligent", "constantly works at improving his qualifications." The description of moral qualities are often formulated in a stereotyped phrase: "Modest in his way of living." Such scanty information hardly gives a picture of the moral qualities of an individual.

The primary party organization, which Sr Lt A. Manuylenko headed at one time, accepted Sr Lt Yu Makarov as a candidate for membership in the CPSU. Makarov had served less than three months in this unit. Therefore, recommendations were requested from comrades at his former duty station. Capt Ye. Grigorovich and WO [Praporshchik] A. Mikhalev, who are communists, and the Komsomol organization gave him recommendations. It followed from these that Makarov was an outstanding specialist. He knew his job well and loved it. But concerning his moral qualities--they were described very briefly: self-possessed, modest in his way of living. It soon turned out that this "modest" individual was on friendly terms with the wine-glass. He committed an immoral misdemeanor because of it. It was necessary to expel him from the candidates for CPSU membership because of it.

In this case, of course, it is impossible to remove guilt from the party organization which hurried to accept Yu. Makarov into its ranks. The

communists now explain that Makarov was in their collective for a short time and that they did not have time to get to know the individual. However, this is no justification. The subunit, in which the officer formerly served was not far away. More than once the communists met with Makarov's former colleagues and, if they wished, they could have inquired of them what kind of individual he was. This is where the harm occurred. Neither the secretary nor the members of the bureau displayed such a desire. Later no one held communists Grigorovich and Mikhalev responsible. They had given, to put it mildly, untrustworthy references.

You involuntarily think: Where does this desire to be silent about the negative qualities of a colleague and to embellish his worthiness come from? When present at party meetings where applications for acceptance into the party are examined, one must often listen to them saying positive things about entrants. Of course, only the best of the best and the best prepared people are accepted into the party. However, there can also be shortcomings in them along with virtues. Why not speak about them at the meeting directly and in a party principle manner--speak in a benevolent and comradely manner and then and there give advice to eliminate them? However, some communists, especially those who give recommendations, for some reason consider that mentioning the entrant's shortcomings will be a barrier to a positive decision on the question of his acceptance. The impression is created that the individual making the recommendation is mainly preoccupied with his recommendation "passing."

It is hardly necessary to prove the perniciousness of this position. It incorrectly orients communists. It interferes with their objective judgment on a comrade. Moreover, silence about shortcomings does a disservice to the entrant: Hearing praises, he begins to think that he has almost reached perfection.

A concern for filling party ranks with worthy people is our common and primary concern. He who has decided to assume responsibility for recommending someone, must display the maximum effectiveness and party principles. In this is seen the guarantee that our party organizations will become even firmer supports for a commander in solving the basic question--raising the combat readiness of the subunit and unit.

8802  
CSO: 1801

## SERVICE CONDITIONS IN THE TURKESTAN M.D. DESCRIBED

Moscow KRASNAYA ZVEZDA in Russian 9 Apr 77 p 2

[Article by Col I. Chepurnoy, chief of the propaganda and agitation section and deputy chief of the political directorate of the Red Banner Turkestan Military District: "To Inspire an Individual"]

[Text] The tactical exercises had gone on for two days. The motorized rifle regiment had successfully repulsed the on slaughter of superior "enemy" forces and had them attack boldly and swiftly. However, it did not manage to seize the only pass in the local area. The regimental commander ordered the combat formation to be reorganized and the attack repeated after careful preparation.

Moments of calm ensued--those same moments which are often encountered in combat when the high combat spirit, possessed by the fighting men for a long time, begins to abate. It wasn't only the unsuccessful attack--the strain of the training battle was too great.

Commanders and political workers always delicately sense that moment of temporary psychological let down in their subordinates. Such instances do not occur only during exercises--all of army life is filled with difficult and psychologically strained situations. Overcoming the let down and maintaining the fighting men's continually high moral spirit and a cheerful attitude toward performing the assigned task successfully--this is a matter by no means of secondary importance. It is a work which is imperceptible at first glance and in which everyone participates.

Hot buckwheat porridge filled the soldiers' mess tins and fresh tea their mess cups. The regiment's rear services workers and cook sorcerers, who were able to prepare food on the march, on bumpy bad roads, saw to this. Culture and educational workers delivered the latest mail to the halt. An agitator team, created for the exercise period, arrived. Its members held short but emotionally charged conversations on the achievements and successes of the country's workers during the Tenth Five-Year Plan and on the military glory which covered the unit's combat banner during the battles against the fascists. Then, an accordion melody began to pour out and a soldier's song was heard.

The commanders' assignment of tasks for the coming attack and the explanation of the very complicated tactical situation to subordinates also had an elevating and inspiring nature. Thus, Capt K. Friyev, in assigning the mission to the company, recalled that during the civil war years a band of counterrevolutionary robbers "straddled" the pass for which his subordinates must fight during the training battle. At that time, a group of Red Armymen, risking falling off a precipice, made a turning maneuver and struck the band in the rear. Now, they, the direct heirs of their grandfathers' and fathers' combat glory, had to make a similar maneuver.

Communists, located in the most critical sectors of the battle, played an important role in maintaining high combat spirit among the fighting men. At the most intense moment when the pushed "enemy" made a desperate attempt to restore the situation and the company commander in accordance with an input from the exercise director was put out of action, Lt V. Plaksin, a political worker, aroused the motorized riflemen to a decisive counterattack. The combat mission was successfully carried out.

Spirit and attitude--these words are related to the word "to tune". Just as the strings of a violin are tuned to a set sound, so it is also necessary to tune an individual to the main matters which are most necessary for himself and for the collective. The process of completely influencing the attitude and actions of fighting men and of creating in them a conscious striving to give the full ardor of their spirit and all their strength to military service is not a short-term campaign. It continues without a break and literally begins with the first steps on the army path.

Young fighting men have arrived in the unit. The military band plays in their honor. The barracks--their own home for two years of army service--greets them warmly and comfortably. The traditional bath, fitting of uniforms, dinner. Then, the room of combat glory and familiarization with the unit's traditions.

A political worker says: "You will serve in a subunit which has carried the high title of excellent for several years in a row".

The first pride: This is where I will get to serve--with excellent soldiers! The first worry: Will I fail to justify the hope placed in me --will I cope with it? And the reassuring smiles of the commander and senior comrades: As they say, the gods do not burn the pots--we will help, you will manage it! And the first tuning note on the required wavelength--on the wavelength of excellent service.

However, all this is only the first step. Military work days will begin and the young fighting men will march from the warmth of the barracks to the drill field with blowing freezing winds. They will become immersed in the sandy surface wind of the violent "afghan". They will encounter complicated combat equipment and weapons whose study and mastery will require daily persistent work. It is necessary to perform this work confident of success and their strength and with a good attitude. Many things create and form it.

These are: a business-like, exacting and truly comradely atmosphere in the collective; a homey coziness in the barracks, the soldiers' tearoom, and the messhall; interesting measures on the part of the club and the sports committee; the commander's just exactingness combined with a constant concern for subordinates; well thought out and purposeful measures on the part of party and Komsomol organizations; and the multifaceted activity of the political worker. Leonid Il'ich Brezhnev, the chief of the political directorate of the 18th Army asked his comrades when he returned from the forward edge of the battle area: "What are we, the political workers, responsible for?" He immediately answered: "For everything! But our main concern is the high combat spirit, the healthy moral condition, and the constant combat readiness and capability of the troops.... We must know whether the fighting men have correctly mastered the combat mission; what is the condition of their weapons, equipment and uniforms; are they full; how did they sleep; whether they know the latest events at the front, in the country...."

The first months in the difficult formation of a soldier pass. The fighting man is immersed in the depths of critical items. He masters them. He feels that he is a full and equal member of the troop collective. It is necessary to be able to maintain the activity of his vital position by helping the fighting man himself to become the creator of his good spirits and by involving him in participation in organizing public services and amenities and in organizing relaxation.

The soldiers' tearoom, "Kholodok", which is located in a remote garrison, has become a true focus of cultural relaxation for soldiers and sergeants. It attracts the fighting men with a broad assortment of items, with comfortable furniture, and with interesting measures which are regularly conducted there. However, there is still something else-- the tearoom, itself, is the fruit of the soldiers' work. It was built in their spare time.

How a simple green sprig affects the attitude of those serving in the very heart of the desert! Several years ago only dried-up steppe feed grain surrounded the barracks of one remote "point". Now one can hear the leaves of a small green grove. A political worker began it. Now, each fighting man who is released into the reserves, considers it his duty to plant a green tree in memory of and for the enjoyment of his colleagues.

One day we were conducting an inquiry among the fighting men of the N-skiy unit: What did they think of for relaxation, what did they want to devote their spare time to? Many expressed a desire to broaden their political and technical knowledge in the evenings; to engage in sports, rationalizations and painting; and to devote their free time to photography, amateur movies, music, and attending theaters or concert halls. However, a military camp has no stage celebrities. It doesn't? That means, there will be. And so they decided in the unit where officer A. Belyayev serves. They announced a song contest. All told about 20 fighting men took part in the contest. A constantly functioning vocal and instrumental ensemble was formed from them.

One's own tearoom, one's own ensemble, one's own grove.... Behind these words is the pride of personal participation in the life of the collective, its way of living, its relaxation, and its causes. A cheerful confidence in the fact that you are needed, that your work is respected, and that each of your successes will be noticed, shows through in them.

In the subunit which officer V. Akhramenko commands, young soldiers during their very first tactical classes are shown the "ravine of Junior Sergeant Simonyan." At one time Grachik Simonyan, an artillery crew commander, displayed wise initiative when he was carrying out the battery commander's orders. He occupied a firing position in this ravine and hit the attacking enemy in the flank at the moment when the enemy considered the battle won. Simonyan's crew decided the success of the battle in our favor. Quite a bit of time and quite a few exercises have passed since then, but the memory remains.

Yes, service conditions in our district are, without exaggeration, difficult. Here, there are the burning sun, arid sands and freezing winds. However, where fighting men have a cheerful attitude and where they live, study and triumph together, there are no terrible difficulties. The activity of commanders, political workers, the rear services, and clubs play no small role in this--all of these can rightfully be called creators of a cheerful attitude.

Now, all this work of maintaining the fighting men's high combat spirit is illuminated with the ideas of the CC CPSU's resolution, "Concerning the 60th Anniversary of the Great October Socialist Revolution." It inspires the people and has a favorable effect on the fighting men's achieving new heights in combat skill. It contributes to the further uniting of troop collectives and to the strengthening of discipline and regulation order.

8802  
CSO: 1801

## TARGET IDENTIFICATION DEVELOPMENTS IN FOREIGN COUNTRIES

Moscow KRASNAYA ZVEZDA in Russian 14 Apr 77 p 3

[Article by Engr-Col A. Baturin and Engr-Lt Col V. Talanov, candidates of technical sciences: "Target Recognition"]

[Text] To identify the enemy, to determine friend or foe is a task which inevitably arises in any armed conflict. It is obvious that on the battlefield correct and prompt accomplishment of this task is a matter of life or death, victory or defeat. For centuries man has worked on techniques and methods of identifying targets, but until comparatively recently they have all been based on one and the same thing -- visual evaluation of external distinguishing signs. As soon as military combat began to take place at distances and speeds excluding the possibility of visual observation, the task of identification became a serious problem.

This problem was first encountered in combat against air targets. During World War II ground forces antiaircraft defense, as the U.S. magazine SPACE AERONAUTICS stated, was conducted essentially according to the following principle: "Shoot them all down, and count friend and foe on the ground." This exaggeration contained a hefty share of truth, because it was only with good visibility and in the simplest situation that one could more or less confidently determine the nationality of an aircraft.

This is why soon after the war all foreign combat and transport aircraft began carrying on board special radar identification gear. Its operating principle is as follows. As soon as ground radar detects a target, it interrogates -- sending out radio pulses encoded in a specific sequence. If the aircraft is friendly, a transponder on board, which "knows" the interrogation code, replies with corresponding radio pulses, which are received by the ground radar. A "hostile" aircraft will be unable to respond. Today neither combat aircraft nor ground air defense systems can get along without identification systems of this kind. In short, identification of air targets has found a technical solution.

But what is the situation on the battlefield?

Until quite recently, foreign experts note, just as decades back, friend and foe on the battlefield were determined only visually, only on the basis of external indicators or with the aid of such little-effective means as smoke signals, flares or other such signals. Today, however, the conditions of conduct of the engagement and operation have become so highly dynamic and mobile, the spatial scale of combat operations has become so great, with ground troops equipped with the most advanced combat hardware and potent weapons, that the problem of identification has become much more difficult. In addition, the number of objects on the battlefield, including highly-mobile objects, has increased. This has complicated to an even greater degree the conduct of reconnaissance, processing of acquired information, and of course target identification as well.

This problem is particularly acute for such opposing weapons as tanks and antitank guns or missiles, for frequently the outcome of battle is determined by a single round or missile fired. In short, if it were possible to ensure target identification at detection range, this would make it possible substantially to increase the effectiveness of delivery of fire and to beat the adversary with the first round fired even in a complex tactical and weather situation.

This is only one aspect, however. Success in combat is determined in large measure by effectiveness of troop control and prompt acquisition of intelligence on the adversary and corresponding information on friendly units. Identification of spotted objects and installations plays an important role thereby. Thus it is believed abroad that target identification is one of the most important means of combat support, without which precision troop control is impossible.

Precisely for this reason instrument methods of identifying ground targets began to be developed abroad at the end of the 1950's. Employed for this purpose were reconnaissance and battlefield observation radars, containing built-in equipment for encoding interrogation signals and decoding response signals.

This method is fairly simple from a technical standpoint. It has one extremely significant drawback, however: a single range of frequencies must be employed for all types of ground radars. But it is difficult thereby to ensure the essential diversity of specifications and performance characteristics, resistance to jamming, etc. The development of transponders capable of receiving interrogation signals across a broad range of frequencies makes them excessively complex and increases their weight and size. Therefore foreign military experts are inclined to apply the principle of self-contained interrogation.

French ground troops are equipped, for example, with the "Arabel" radar transponder. This portable instrument, which weighs approximately 5 kilograms, can be carried by one soldier, or can be mounted on vehicles of various type. The transponder is used in conjunction with moving ground target reconnaissance radars of the "Olifant," "Rasura," and "Ratas" type, containing a special interrogator. NATO military experts consider it mandatory to place such gear on all principal battlefield mobile equipment.

The French army also began sooner than the other NATO nation armies using a radar to identify detected individual and group targets from a helicopter. The "Rapira" radar, with an effective range of up to 20 km, is such a device. In the U.S. Army the promising AN/PPS-15 ground target reconnaissance radar has a built-in interrogator. According to the U.S. magazine ORDNANCE, the NATO military is examining possibilities of an identification system employing a retransmitter aircraft. Such a system consists of a control center with a special signal receiver, an airborne transceiver, and a transponder in the ground subunit. A transponder signal received by the aircraft is retransmitted to the control facility where, after computer processing, the corresponding position coordinates are determined. The system's effective range is up to 100 km. The transponder, with which ground subunits are equipped, weighs approximately 1 kg.

Foreign experts note that in view of the fact that ground troops are equipped today with large quantities of diversified radio electronic gear, the massive adoption of identification system equipment will require solving a number of complex technical problems, including securement of resistance to jamming, electromagnetic compatibility, secrecy of operation, resistance to enemy simulation of transponder signals, etc. In spite of this fact, foreign experts believe that by equipping subunits, units and combat equipment with ground radar identification system gear it will be possible substantially to increase their combat effectiveness as well as efficiency of battlefield troop control.

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CSO: 1801

## SHORTCOMINGS IN OFFICER RADIO COMMUNICATIONS TRAINING NOTED

Moscow KRASNAYA ZVEZDA in Russian 15 Apr 77 p 1

[Article by Maj L. Golovnev, Red-Banner Turkestan Military District:  
"Incident on the Pass"]

[Text] According to calculations, the forward detachment should have already taken the pass. But the commanding officer did not know whether they had: communications with the forward detachment had been suddenly interrupted, and the radio operators had been unable to restore them. People were getting nervous at headquarters. It was decided to send signal officers up to the pass.

Forty minutes later the long-awaited report came in: the subunit, which had moved far out in advance, had successfully performed its assigned mission and, having crossed the mountains, was repulsing counterattacking "aggressor" tanks. In the dynamics of combat, filled with unexpected situations, the communications disruption incident soon was forgotten. At the critique the exercise director only mildly reprimanded the signal personnel. Experts from district headquarters, however, who had been present at the exercise, saw the incident differently.

It was determined that the signal personnel were not to blame. The radio set with the forward detachment was in proper working condition. Its operating crew was also well trained. All the radio operators were 1st and 2d class. They had switched off the set and left it on the pass because the vehicle's motor was acting up. Orders to this effect were given by officer A. Antonov, who was endeavoring to maintain a high rate of advance.

He evidently was hoping that temporary disruption of communications could subsequently be justified with purely technical reasons. And yet the vehicle could have been taken in tow. In addition, the forward detachment contained more than 10 other radio sets, each of which had the frequency band capability to be hooked into the problem radio net.

Unfortunately this was not done. The commanding officer, judging from all indications, was guided by the following principle: let the signal personnel worry about communications; my job is tactics. And yet communications constitute the material foundation of control. It is the direct obligation of the commander to ensure firm, uninterrupted communications. In the final analysis this incident received a fairly stern assessment by the higher commander. I am relating it only because at times one encounters at some field exercises serious violations of communications discipline.

A column of infantry combat vehicles was moving across mountain-desert terrain. Since the route was not very tough, two Soviet jeeps were moving swiftly at the head of the column. The lead jeep contained the unit commander. Suddenly they began waving signal flags from the first infantry combat vehicle, which was some distance behind. Then the combat vehicle picked up speed, pulled past the jeeps, and stopped.

"Colonel," a captain wearing signal officer emblems ran back to the lead jeep. "201 is calling."

"Who?"

The signal officer explained. The higher commander wanted to know where the column was. The lieutenant colonel, glancing at his map, named a village, which was approximately 3 kilometers distant.

"Say again!" the voice echoed from the headset. The commanding officer repeated the report. Once again came an angry: "Say again!" They now realized that what the higher commander wanted was a position report from a map with a grid overlay. The unit commander's map lacked the grid overlay as well as the callsigns of the communications centers and designated officers. Only his executive officer and senior signals officer possessed this information, without which, as we know, communications security and secrecy, precise statement of missions and issuing of instructions and orders by radio are out of the question.

At the exercise they timed how long it took the commanding officer to assign the combat training mission in this and other instances. Objective indicators convinced them that the officers were not thoroughly trained for radio communications work.

I later asked for comments on this incident from the commanding general of district signal troops, Maj Gen Sig Trps S. Semenov. He replied as follows: "The units and subunits have plenty of communications gear. There is a radio set on board every tank, infantry combat vehicle and armored personnel carrier. Command-staff vehicles carry several, offering various frequency bands and functions.

"Hence the ever increasing demands on commanders and their ability intelligently to utilize radio communications for troop control. In the past we were satisfied if an officer simply was familiar with the radio and capable of operating it. Now the commander must have the ability to manage his communications equipment, fully utilizing its capabilities, particularly under conditions of jamming, ensuring radio secrecy and security, reliable and uninterrupted communications with all attached and supporting subunits. Communications is an important commander concern.

"In some cases, however, commanders at field exercises prefer automobiles to command-staff vehicles. They claim that it is inconvenient to work on board armored personnel carriers on the road. Higher commanders are obliged to respond sharply to incidents of this kind. But sometimes they clearly lack demandingness."

After my conversation with the commanding general of district signal troops, I visited the tank regiment under the command of Lt. Col A. Khanin. Maj Gen Sig Trps S. Semenov had stated that the officers in this unit had a responsible attitude toward radio training. Indeed, radio training in this unit is an organic component of officer training. On commander training days a thorough study is made of radio equipment and rules and procedures for establishing radio contact. Tactical radio drills are regularly held in the field or in training classrooms. During these activities Lieutenant Colonel Khanin communicates the situation by radio and orders that it be placed on the map, that a decision be made and that it be drawn up graphically. Then the officers and warrant officers practice controlling the subunits by radio in the dynamics of combat, giving appropriate orders and instructions to their subordinates with each situation change. Special attention is devoted to conciseness and precision of radio communication.

Before moving out from the unit to tactical exercises, they draw up a plan which includes studying the rules and procedures of radio communication and practice drills under conditions of jamming and at considerable distances. The officers must practice shifting frequencies and antennas. During a recent activity in the field, tank crews maintained continuous communications even at distances greatly exceeding the rated performance of the radio sets.

Officers and warrant officers are seeking to honor the glorious jubilee of the Great October Socialist Revolution with excellent achievements in commander training. It is important that in their pledges and personal schedules to achieve mastery of modern equipment a worthy place be allocated to study of the excellent communications equipment possessed by each and every subunit.

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BATTERY COMMANDER FAULTS SUBORDINATES' BEHAVIOR

Moscow KRASNAYA ZVEZDA in Russian 15 Apr 77 p 2

[Article by Sr Lt V. Suslov, battery commander: "Where Do the Blank Spots Come From?"]

[Text] I should like to share with the readers of KRASNAYA ZVEZDA things which are of concern to me as a battery commander. Year by year we solve increasingly complex problems of combat readiness connected with mastering the latest crew-served weapons systems. New equipment and qualitative changes in personnel as well as in modes of conduct of combat operations require a higher level of military discipline and organization.

Under these conditions we commanders and political workers should be even stricter and even more demanding in approaching an evaluation of the state of military discipline in the subunits, and we should work more effectively on indoctrinating the men in a spirit of strict observance of the demands of the military oath and regulations, and we should ensure establishment of a healthy moral atmosphere in our units. I shall emphasize at the outset that the situation in our battery is given a positive assessment on the whole by the unit command. The men work hard, enthusiastically, and are endeavoring worthily to honor the sixtieth anniversary of the Great October Revolution.

But we do have unresolved problems. We know what an important role the collective plays in developing excellent moral-political and fighting qualities in military personnel. I am constantly seeing this in my own experience.

It is true that there are no gross deviations from regulations in the relationships among the men in my battery. But when you look more deeply into things, you suddenly see the most unexpected interrelationships which influence to one degree or another the unity of the collective. Deficiencies are discovered or, figuratively speaking, blank spots in people's knowledge. Where did they come from? Why did we not notice them before?

I shall begin with the NCOs. It had always seemed to me that they treated one another equally, with respect and friendship. This is true on the whole, but there are fine shades. It seems that Jr Sgt A. Belov held the view that the "green light" to success was open only to the crew of Senior Sergeant Belyayev, while he, Belov, was not being given a break. It was particularly disturbing that Belov did not bring this complaint to me but rather to the battalion commander.

As it turns out, we are not always aware of the thoughts and attitudes of our noncommissioned officers. If I had known earlier what was bothering Belov, I could have dispelled his delusions at the very outset.

Perhaps this example will seem excessively simple and mundane to some, but it represents deficiencies in such an important area as organization of socialist competition, which of itself is an enormous force for strengthening the military collective and for mobilizing the men to good and noble deeds, for political, military and moral indoctrination and for the eradication of negative phenomena.

We endeavor to penetrate deeply into the mutual relationships between soldiers who enter the military at different times. On the whole they are characterized by genuine friendship and mutual assistance. Those who have served for a year or 18 months have become our finest specialists. Many of them are Communists and Komsomol activists. They take the younger men voluntarily under their wing, teach them their combat specialty and transmit their experience to them. A spirit of comradeship and mutual assistance has always distinguished our army, and we make every effort to publicize such examples and to use them for indoctrination.

But once I was quite disturbed by the following incident. Pfc A. Kuznetsov roughly chewed out Pvt S. Shapovalov. Perhaps his comments were correct in substance, but his tone of superiority jarred the young private.

I had a talk with Kuznetsov. I wanted to find out where he got his arrogance. "They get it just like we did," stated Kuznetsov, meaning the newer men.

My attention was also drawn by the following detail. The dressing down Kuznetsov gave Shapovalov was witnessed by Jr Sgt V. Baltashevichus. The latter said nothing, did not reproach Kuznetsov. "I considered it a trifle," said Baltashevichus in justification of his silence. What explains the passivity of this sergeant? Perhaps the fact that we did not work sufficiently with the noncoms, were not sufficiently concerned with developing commander qualities in them and strengthening their authority in the subunit? We are now working hard to correct these shortcomings.

After this incident I decided to make a thorough study, together with my platoon leaders, of relationships among the men. And we discovered that there were men in the battery who kept aloof, who had not yet made any friends (this applies primarily to the more recent arrivals). We officers, warrant officers and NCOs did not always give serious thought to considering what their needs and interests were, how to help them become accustomed more rapidly to the new environment, to work more vigorously and make their contribution to the overall effort of the unit.

I became convinced that the shaping of public opinion in the collective is no simple matter. The following incident served as a basis for this conclusion. Once Pfc Ya. Sabulis committed a gross infraction. Naturally he was severely punished. The unit commander took away his "Outstanding Soldier of the Soviet Army" badge. The act committed by Komsomol member Sabulis was discussed at a Komsomol meeting. I was pleased by many of the statements made at the meeting -- businesslike, sharp, high-principled. But after the meeting, while having a smoke, some of the Komsomol members slapped Sabulis on the shoulder: Don't worry, it's no big deal.

Experience indicates that public opinion is effective only when it is united and highly principled. Consequently it is necessary more vigorously and effectively to perform the task of shaping such public opinion. I believe that this matter merits more thorough discussion in the military press.

Of course it is possible to study all interrelationships in the collective, to assess them correctly and to move in the proper direction only if the platoon leaders, noncommissioned officers, the battery's Communists and Komsomol members work purposefully, in a united front. We also are directing all our efforts toward accomplishing this task.

We know that a soldier's discipline is one of the indicators of his spiritual countenance, his ideological maturity and political awareness. We must more thoroughly explain to our subordinates that the depth of their understanding of the demands imposed on military personnel by our society, Soviet laws, the military oath and military regulations, as well as commander orders is manifested in a high degree of efficiency. We must not only explain this fact but also properly organize all training and service activities in order to develop conscientious, disciplined men who are ready and willing under all conditions to carry out their duty fully. In this we see the main thrust of our work.

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## POOR TRAINING OF ELECTRONICS TECHNICIANS NOTED

Moscow KRASNAYA ZVEZDA in Russian 15 Apr 77 p 2

[Article by Engr-Maj V. Trifonov: "What Kind of Mechanics We Expect"]

[Text] Serving in our unit alongside experienced benchmen are recent graduates of junior aviation specialist school -- Pvts Vladimir Adon'yev, Pavel Shavrin, and Nikolay Pozelovskiy.... I still recall a conversation with them on the day we first met. Describing to the young men the work involved in maintenance of electronic equipment, and discussing the modern equipment they would be working on, I then decided to find out how well they knew their occupational specialty. What was the result? Some of the men, as it turned out, could not intelligently state how one checks a radio transmitter to see if it is properly operating, while others had difficulty answering questions pertaining to the rules and procedures of using test equipment or mounting and installation procedures.

We had to proceed with training these recent school graduates in order to fill in the gaps in their training. A fair amount of time has passed, and yet Pvts A. Shchegol'kov and N. Pozelovskiy are still working on mastering their occupational specialty and are not yet able independently to perform their duties.

And yet the certificates these recent graduates brought with them contain high grades in all disciplines. But one might ask the value of these fours and fives, if they fail to reflect the actual level of qualifications of these junior specialists.

High demands are today placed on the radio benchman. In order to do a quality job of servicing modern equipment, the junior specialist in radio electronic equipment, for example, must be familiar both with the construction and operating principles of various radio and radar equipment, as well as the rules and procedures of its proper servicing and operation. In connection with this, in my opinion, there should be an improvement in the specialization of electronic equipment benchmen existing in the above-mentioned school. It is hardly advisable today, for example, to

train electricians and instrument technicians separately. I am convinced that a broad-profile specialist in aircraft equipment will do a more successful job. And of course the quality of their training must be improved.

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## SOLDIER RECEIVES LIQUOR BY MAIL

Moscow KRASNAYA ZVEZDA in Russian 15 Apr 77 p 2

[Article by Sr Lt N. Vasil'yev: "The Company Receives a Parcel"]

[Text] The notice of parcel arrival was addressed to a soldier who had literally just been accepted to Komsomol membership.

"Who could have sent it to you?" his comrades asked.

The soldier glanced at the return address and saw that the parcel was from a former fellow soldier, now a private in the reserves, L. Ivashina. The attention of practically the entire company was drawn to this event, which under normal circumstances would be quite common: it is not very often that after discharge people remember their comrades in this way.

Imagine the surprise of the officers and men when Ivashina's parcel turned out to contain a... bottle of vodka! What a "present"! The most embarrassed of all was the recipient of the parcel -- a fine soldier who has no inclination whatsoever toward alcohol.

The plain fact is that it was an unworthy gesture and an insult to the subunit.

But it is not only this parcel which compelled me to write the editors. Censuring Ivashina's actions, the Komsomol members at the same time recalled other unseemly actions by fellow soldiers. I should like to mention them as well.

From time to time somebody in the company receives stated-value fourth-class mail. The value of the contents is unquestioned: military decorations. Not everybody is worthy of them, and yet some soldiers, although failing to earn such decorations, are dying to sport them upon discharge. Such an individual will strike up a conversation with an excellent training performer, with a Military Sports Complex badgeholder or with a

category-rated athlete, asking to borrow his badge or decoration and promising to return it when he gets home. Some will agree to such a deal.

Obviously this sort of thing should be combated primarily by Komsomol members and the soldier community.

Obviously the incidents I have related in my letter would not occur if work with individuals were better organized in the unit, and if the slightest deviations from our moral standards met a sterner and more demanding response.

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GENERAL IMPORTANCE OF SYSTEMS STUDY IN MODERN WORLD, MILITARY

Moscow KRASNAYA ZVEZDA in Russian -15 Apr 77 p 4

[Article by Capt-Engr O. Bobrakov: "The Platoon Is a System Too -- Reader Requests"]

[Text] Dear Editors!

Expressions such as "large system" "systems approach," and "systems analysis" have been used more and more often recently to apply to the most diverse areas. Please tell us what significance and application these concepts have in military affairs. (Sr. Lt. V. Frolov)

A municipal water system and the central nervous system, an air defense system and a system of weights and measures, a system of differential equations and systems engineering. What do all these terms have in common? Nothing, it seems. Maybe just the word "system." But that word has a profound meaning. So, what is a system?

Above all, it is a set of elements. They may be pipes with pumping units or nerve cells, radar detection stations with missile launchers or units of measure. These elements are interconnected according to a certain scheme and interact with one another while the system as a whole interacts with the "environment." Everything partial is subordinate to the whole, which is the basis of a property of the system, its ability to solve a particular problem. In scientific language this is called the integrity of systems. When the structure of connections among elements is disrupted the system becomes different. To demonstrate this, one need only make a few random changes in the positions of parts in a radio receiver or signs in a differential equation...

The structures of systems are hierarchical. If we consider a regiment as a system we find that its elements are battalions and other subunits which are in themselves also systems; companies, platoons, and squads. It goes on like that indefinitely. In general, the entire world around us represents one enormous supersystem from which we isolate particular elements for our own needs and view them as distinct systems.

Methods of investigating the most diverse objects and principles of designing and refining them, setting efficiency criteria, and looking for ways to improve efficiency can and should be managed from a general point of view. This is what such branches of modern science as the systems approach, systems analysis, and systems engineering do.

The foundation of the systems approach is the Marxist-Leninist dialectic, as it is for any true science. It is entirely natural that Marx's "Capital" was a model of the systems approach to social production and that the GOELRO plan is an example of systems analysis of the problem of establishing the energy base of the young Republic of Soviets. The scientific-technical revolution led to the creation of large systems. The scale of problems grew and many of them are solved by enormous groups of elements which are interconnected in the most intricate ways. Improving the efficiency of such complexes today requires analysis of the interaction of many elements and consideration of an enormous number of "combinatory" links among them. The problem of "designing" large systems (whether they are army and navy units or industrial associations) and controlling them has become a key problem in science.

Systems research is discussed today by economists and politicians, doctors and pedagogues, military figures and designers. When drawing up a comprehensive program of development for a new industrial region, for example, economists make a systems analysis of the problems. Doctors state that one must treat the organism, not the organ.

Solving such problems makes special professional demands on the specialist; it is no longer enough to have a thorough knowledge of just "one's" sector, "one's" subject. To analyze its interaction with other elements of the system, elements which are sometimes completely different in nature, one must have a clear idea of the possible results of such interaction and the substance of various phenomena. Moreover, one must have solid philosophical-methodological and mathematical training.

In the systems approach quantitative substantiation of the selection of a particular method of action, analysis of efficiency, and so on becomes more important. It is relevant here to recall the words of K. Marx who said that "Science only reaches perfection when it can use mathematics."

Here is a simple example. We sometimes see many vehicles lined up behind a traffic control barrier. If you ask the director of a construction organization whether it would be worthwhile to build an overpass he answers, "No. That would cost hundreds of thousands of rubles of state money, with no income." That sounds convincing. But now let us take a pencil and calculate. The wages of vehicle drivers for 15 minutes of downtime, the wear on motor vehicles during that same period, the gasoline used. Multiply by the number of vehicles, the number of trains which pass in a day, a month, and a year. Then we can add enterprise losses

resulting from delay in delivery of raw materials, losses caused by untimely delivery of assembly components. The figures may show that the overpass would "pay for itself" in six months.

Modern mathematics gives systems specialists apparatus composed of operations theory, game theory, the theory of mass service, and linear and dynamic programming. This apparatus can be used with a certain level of probability to describe complex processes and interaction, to help select the correct one of several possible solutions, and to make mathematical models of complex processes. All this can be applied to working out the plan of battle, modeling cooperation among units and subunits, and accomplishing other military missions.

But why are we discussing only probabilistic estimates of the state of systems? Why do we say that creativity has a paramount role in the systems approach?

The thing is that to "calculate out" a system we must determine exactly which of the possible states it will assume given a particular state for each of its elements and the connections among them. But now imagine a simple system, a light panel consisting of 20 rows of 20 lights apiece. How many states do you think this system can assume, how many images can it show? The answer is  $10^{120}$ ! For comparison, notice that the number of atoms in the entire known universe is roughly  $10^{73}$ . Of course, no device is able to count up that number of variations.

That is why systems problems always remain indeterminate. And this is where the creative (heuristic) activity of the human being comes in, the amazing capacity for intuition — the most concise form of logical thinking.

We have already said that the development and refinement of methods of systems research is an important means to improving the efficiency of systems, military systems included. They occupy a broad area in military affairs, from the creation of weapons systems to systems analysis of military-political situations. For example, a new military transport plane is being built. Will it be good or bad if all its instruments have ultrahigh precision? It may be that this gives no particular advantage and is even very bad. The level of precision needed for practical needs is well known. A high level of precision usually means substantial weight and dimensions, which can mean less cargo capacity, flight range, and limited practical capabilities. But our objective is to meet the requirements of tactics.

The systems methods on which modern planning is based help determine the optimal levels of precision in such cases. The designing has become more difficult, but the effect is more tangible. Thus, a computer costing 1.5 million dollars was used to model one of the U. S. missile systems, but the economic benefit from such systems research was 250 million dollars. The systems approach to building submarines with Polaris missiles cut their planning period by at least two years.

Systems analysis of complex problems of military affairs is the prerogative, first of all, of major scientific centers and headquarters. But these methods may also prove very effective in the work of a subunit commander, after all the platoon is also a fairly intricate system designed to perform a definite military mission. The connections in such a system are nothing else but interrelations among servicemen established by regulation. The more strictly the norms of these interrelations are followed, in other words the stronger discipline is, then the more stable the system will be. To perform a combat mission effectively there must be systems planning of the interaction of elements in different variations of the situation and such interaction must be worked out ahead of time. And while controlling the platoon during battle many systems problems also arise. For example, one must determine where the enemy will attack one's position. Where the approaches are most convenient? Where he has the greatest forces and friendly forces are least? But the enemy knows that you will expect an attack there, and he will try to surprise you... The apparatus of the systems approach, operations theory, game theory, and so on, helps analyze the situation and suggest its outcome with a certain degree of probability.

In short, we live in a world of systems and should, of course, try to make use of the methods of systems analysis.

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## MILITARY COMRADESHIP A STRONG BOND, IN WARTIME AND TODAY

Moscow KRASNAYA ZVEZDA in Russian 16 Apr 77 p 1

[Editorial: "Brothers-in-Arms"]

[Text] The May holidays will soon be upon us again, bathed in the brilliant light of the Victory of the Soviet people and the Great Patriotic War. And veterans of the front, their orders and medals shining, will be out on the streets of the cities and towns, in the squares and at the parks. They will sing their favorite songs of those menacing war years and, of course, they will sing one other song too, a postwar song whose words especially touch the soul of every veteran: "Where are you now, friends and brothers-in-arms, my battle comrades?"

Comrades-in-arms, battle comrades ...

The years go by, decades pass, but they remember one another and through all their life cherish a profound, lucid feeling of the friendship at the front. Indeed, how could one forget one's comrades in battle, those with whom we trod the smoky roads of war, fought in the snow at Moscow, on the Volga, and in the Caucasus, crushed the fascist "tigers" in the fiery Kursk Salient, and stormed Berlin. How could we forget one who, in performance of military duty, underwent gunfire, shellfire, and bombs at our side, who did not spare life itself for the sake of our beloved homeland, freedom, and the happiness of our people.

The veterans will recall their youth in battle when they meet on the anniversary of the Victory. And at the same time they look carefully at one another and this look holds questions: How have you been during all these postwar years? What have you done for our country? How have you upheld the honor of a front veteran? The old soldiers are proud that at the most difficult time they did their duty to the country, the party, and the people completely, to the end. Nonetheless, they also care about how the lives of their wartime friends shaped up later. It is natural: those who were brave and courageous in battle, who were reliable comrades in the harsh trials of war, have remained so all their lives.

That is why the ceremonial meetings of veterans from the same units are filled not only with memories of the past, but also stories of the present day, of labor achievements for the glory of our country. That is how it was, for example, at the traditional meeting of combat veterans of the 18th Army, which was held on 12 May last year in Moscow. The veterans, heroes of many battles, sincerely greeted General Secretary of the CPSU Central Committee and Mar SU Leonid Ili'ch Breznev, their battle comrade and brother-in-arms who went through the entire Great Patriotic War with the soldiers and officers of the army, from the first day until the last. Speaking at this meeting, Leonid Ili'ch Breznev expressed his sincere gratitude to the veterans for their enormous contribution to the victory over fascism and for their heroic labor during peacetime years. This showed once again that the past and the present are inseparable for those who are joined together by wartime experiences.

The strong friendship of brothers-in-arms from the war years has not slackened with the passage of time and continues to be a demanding thing. It can serve as an example to the present generation of fighting men. And how important it is that every soldier, sailor, sergeant, petty officer, ensign, warrant officer, and officer follow this example. After all, they too have a glorious time for military service. A time of great creative achievements by the Soviet people. The time of the 60th Anniversary of October, of a mighty upsurge in the economy, science, and culture of our country and a rise in the well-being of Soviet people. A very important time for peace on earth and for defending the great achievements of socialism. And those comrades with whom this time is shared, with whom we stand in one battle formation, with whom we swore always to be ready to come to the defense of our country and thus we pour out our sweat at exercises, stand combat watch by missiles, take off in supersonic aircraft, and travel the ocean depths in atomic submarines — he cannot be anything but a battle comrade and brother-in-arms.

A great deal can be done in any military unit to see that new soldiers, sailors, and officers are quickly familiarized with the glorious traditions of the army and navy and with the fraternity of members of the units. The chief things are to unify military collectives and instill loyalty to the oath and a feeling of pride in one's regiment, ship, or division.

The Rezhitskaia Guards Motorized Rifle Division imeni Hero of the Soviet Union Maj Gen I. V. Panfilov constantly watches this. Each newly arrived soldier or officer is familiarized with the combat history of the division and stories of war veterans, and finds out about the division's achievements in socialist competition. A solemn ritual of dedication to the guards deeply impresses the men. Participation in competition for the right to receive pennants and prizes named after heroic members of the division who won glory during the battles for our homeland arouses lofty feelings in them. By joining the struggle to be a leading large unit, the men of the division are following a tradition of operating in

exercises as if it were battle and strengthening regulation order and military discipline. All this gives the men of the Panfilov Division pride in their work. It promotes unification of the Guards and increases their readiness to perform their military duty with honor.

The commander, political worker, and party and Komsomol organizations of the large Guards antisubship Soobrazitel'nyy set themselves the same goals in educational work with the crew. The name of the ship was inherited from the famous wartime destroyer. Many of the seamen who passed through the crew in different years were seen through their naval service by communist Warrant Officer I. Chornyy, one of the veterans of this ship. Under his influence they matured, became conditioned and permeated with an awareness of military duty and a love for the ship and the sea. The warrant officer has recommended many of his trainees for party membership. And he often receives letters from Moscow, Leningrad, Kiev, Dnepropetrovsk, Khabarovsk, and many other cities, towns, and villages. These letters are written by men who, after completion of service, remember their ship and their commanders and recall their first teacher. They thank him, tell him about their successes in labor, and report to their brothers-in-arms that they continue to uphold the honor of Guards seamen.

Warrant Officer I. Chornyy was a delegate to the 25th CPSU Congress. It was stated at this congress that men in the army go through important life experiences, experiences with endurance and discipline, with technical and political training. In addition, they experience military comradeship and unity with the battle formation in which they have the honor of serving. Therefore, his former subordinates remember the warrant officer. They remember that he helps them become aware of all of this: he helped them receive thorough military conditioning. Every commander, officer-teacher, and communist in the army and navy should strive for this. And to strive means to have a better view of the life of military collective and to work tirelessly every day to see that the friendship and unity inspired in them by the lofty ideals of defending our socialist country are strengthened.

The men serving in our regiments and on our ships come from the many different nationalities of the Soviet Union. They differ by military rank, age, and personality. But they all love their country, are devoted to the Communist Party, and share a desire to perform their military duty with honor. And, like the war veterans, they say with pride; "We are brothers-in-arms!"

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REGIMENTAL EDUCATIONAL PROGRAM ENJOYS SUCCESSES, PRAISE

Moscow KRASNAYA ZVEZDA in Russian 19 Apr 77 p 2

[Article by Lt Col B. Pokholenchuk: "Shaping up the Collective -- Educational Problems in Party Life"]

[Text] In the morning the sergeant reported, "Private Pantilov has done it again."

That is what the sergeant said, but the company commander and Capt V. Goncharuk, his deputy commander for political affairs, understood.

"Oh," the commander sighed deeply. "We work and work on him, but how much can we do? Call him in."

In a minute Pantilov knocked. Even his relaxed figure could not conceal how tense he was inside.

"How can this be?" The political worker reproached him, "I talked with you the day before yesterday and you promised..."

"Promised!" The company commander could not restrain himself. "That's it! Now I'm going to write your parents..."

Pantilov quickly raised his eyes to meet those of the officer. His face was distorted as if he were suffocating, and then he dashed out of the room.

"Well, he has lost control completely!"

"Maybe," Captain Goncharuk said, adding with unconcealed chagrin, "but there isn't anybody to write to. He has neither a father nor a mother. He has no relatives in the world at all."

A heavy silence hung in the room.

"This came out badly," the company commander sighed regretfully. "I'm so busy I don't know the men well. This is a bitter, but instructive incident."

That was several years ago. And it really was an instructive incident. In the evening Vasily Vasil'yevich Goncharuk told about it at the party committee. But he did not just relate the story. He suggested an idea: that commanders keep pedagogical diaries. Yes, that is what he called them. He further suggested that they contain as much information as possible about the men with whom the commanders worked: biographical data, psychological characteristics, planned educational measures, observations of their results. At that time the party committee was preparing for a scientific-practice conference concerned with extensive introduction of scientific methods into educational practice and they were interested in Captain Goncharuk's suggestion. Jumping ahead, I will mention that these diaries have now become an ordinary thing there.

But what about Pantilov? We will hear more about him later. Now I want to discuss the regimental party organization and the entire harmonious collective of the military unit.

In the unit they frequently receive letters and holiday greeting cards, and they always say: "Thank you for the education." Why do they mention this? Why do discharged soldiers and sergeants consider the regiment their own? Why do the men who are serving in it call their military post home? (I heard the following conversation at the regimental command post: "Why are you back from leave so soon?" — "I wanted to be home, comrade senior lieutenant.") Why do the men here live without trouble, in harmony, reliably fulfilling all their missions, receiving top marks in combat and political training, and operating outstandingly at exercises?

Here is one of the unusual answers: "In this unit all the good points of a person grow amazingly fast because the situation demands it."

They say this began at the Komsomol-youth club Krugozor. Ten years ago regimental propagandist Maj Aleksey Grigor'yevich Torut'ko went to a district assembly where he happened to hear a talk by Kseniya Makarovna Bezruk, a senior party propagandist who today is deputy chairwoman of the Makarenko section of the Ukrainian Pedagogical Society.

She spoke of the views and methods of the outstanding pedagog A. S. Makarenko. About educating a disciplined personality. About shaping the individual in the collective and through the collective. About creating precisely such an "educated collective." This was exactly what Major Torut'ko needed. He could hardly wait for a break. Then he hastened to share the ideas which had occurred to him,

The Komsomol-youth club Krugozor was soon set up in the unit. It was an idea with an unusual purpose: to bring together at the club various

forms of agitation-propaganda, mass cultural, and pedagogical work and to make the soldier an active participant in the educational process. The club slogan became Lenin's words; "If I know that my knowledge is slight I try to learn more." The method was Makarenko's principles. The club has its own emblem, program, and style. In the unit they joked that Aleksey Grigor'yevich even grew a small, stiff mustache "just like Makarenko's" out of enthusiastic adherence to the teachings of the great pedagog. He became very close with the soldiers. The propagandist could often be seen among them, a tall, unhurried man, ready to smile. Krugozor bolstered clean looks and open relations, almost without being noticed.

With respect to the program, it was very diverse: the life and work of V. I. Lenin, the Soviet way of life, the heroic and romantic aspects of military service, military-technical subjects, issues of morality, culture, literature, and art... For example, the first meeting at Krugozor this year acquainted new soldiers with the command, told about the unit, showed a film on its battle history, and included talks by experienced soldiers, a question and answer period, songs and poems about duty and military service, and so on.

In another unit we recently talked with soldiers who were preparing to set off for home and asked them which educational activities from their years of service were freshest in memory? "Well, about all we had were lectures," was the answer. But Krugozor gives the soldier about 30 outstanding days to remember from his service. Each activity is like a holiday. Very interesting people such as old Bolsheviks, combat and labor heroes, writers and poets, philosophers, and students of art come and visit, sometimes despite long distances that must be traveled. Krugozor has also provided an impetus for creative activity by the aktiv of the subunits; it has engendered a whole series of activities in the companies, for example meetings, debates, quizzes, and question and answer meetings.

Thus political education merges with esthetic, general enlightenment is combined with the development of an active life posture, and all this is done in a young style, largely by young people themselves.

The 25th Party Congress spoke of the comprehensive approach to all education as one of our pressing problems. At the same time it was emphasized that such an approach is suggested by the practice of party organizations. The regimental party collective can certainly be considered one of these organizations.

And as soon as the issue of "more modern" and "more scientific" education arose (these phrases began to be used increasingly often in the regiment) it was inevitable that the problem of further pedagogical study by the teachers would come onto the agenda. At that time, 10 years ago, a special trend began to mature, a passion, so to speak, for work with the men. Someone even said that a "cult of pedagogy" was beginning to take

root. Here are some examples. The speaker group discussed issues such as: "Characteristics of Lectures for Contemporary Audiences" and "Psychological Factors in Oral Presentation." In seminars with groups of political training leaders topics included: "The Problem Method of Teaching," "The Psychology of Young Audiences," and "The Comprehensive Approach to Political Training Periods." The pedagogical diaries finally won acceptance. No officer is surprised any more to be assigned to give an extensive psychological description of a subordinate. Interesting, and most important, very useful observations are made. Even in the mess hall commanders observe how the soldiers seat themselves, who is next to who. It is that way everywhere: in the barracks, at exercises. There is even a method for analyzing library users. A cycle of observations concerned with ways to vitalize the educational role of competition was recently completed.

Not long ago Krugozor invited a group of former students of A. S. Makarenko and several pedagogues headed by a professor who is a department head at a pedagogical institute to come and visit. Two hours were spent in entertaining talk with the soldiers concerning the Soviet character, collectivism, and self-education. Then one more hour was devoted to the officers. But this was already on a different level, concerned with the latest developments in pedagogy and methods of educating the modern person. It is no surprise that after this books on military pedagogy and psychology and journals containing articles on the art of educational work were added to officers' field packs and copies of works by V. A. Sukhomlinsky were passed from hand to hand. Everybody wanted to understand the innovations which he announced and has been able to implement.

Thus, the party committee's main efforts were switched to educating the educators, the training leaders of the military collective.

This is all according to regulations! It is a cardinal principle of education and highly respected in the unit. "The personality of the teacher is reflected in the student!" This is what gives rise to the strict attitude toward the military bearing and smartness of officers, ensigns, and sergeants, to their level of sophistication, their tone... That is the case when pedagogical sophistication is not merely announced, but taught consistently and persistently.

Someone may ask: "Where can the opportunity for such work be found?" Out of inertia they may excuse themselves by saying they are busy or "too remote." Of course, conditions do contribute. But the main things are to understand the importance of this work, to love it, to try to work in a "modern style," to keep one's thinking up-to-date, and to show persistence and organizational talent.

"The situation compels..."

This is well said. It means that the collective shapes the individual. Is this unimportant? The regiment has received official recognition as a

collective member of Makarenko section of the Pedagogical Society of the Ukrainian SSR,

Maj A. Torut'ko was discharged into the reserve just over a year ago. His successor as regimental propagandist and also secretary of the headquarters party organization is Vasiliy Valil'yevich Goncharuk, who is now a major. He is directly in charge of Krugozor. The regimental commander, his deputy for political affairs, the party committee, and the Komsomol committee continue to be attentive to practical problems of education. Of course, one must understand that everything is not yet ideal, there are still things to think about and work on.

A few days ago I met Major Goncharuk and asked him if it were difficult to organize his work as he has done?

"Very hard," he admitted. "The men, you know... You have to be careful and delicate in absolutely everything. However," the major smiled, "the rewards for this work are substantial."

He surprised me by holding out a letter. It was a long letter. The last two lines were written in red flow pen: "Thank you for the education, the service which was an education for life. I have my feet on the ground now." Then came the signature "Vladimir Pantilov."

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## DISCIPLINE PROBLEMS ARISE FROM OFFICER MISTAKES IN ARTILLERY UNIT

Moscow KRASNAYA ZVEZDA in Russian 19 Apr 77 p 2

[Article by Lt Col V. Kholodul'kin, Central Group of Forces: "Minor Offense?"]

[Text] While discussing progress in fulfillment of the training plan and socialist obligations assumed by personnel of the subunit in the competition for a worthy celebration of the anniversary of Great October with Sr.Lt I. Stepygin, we touched on the state of military discipline. The situation in the subunit required this; everyday order there does not always meet the new, higher requirements.

By analyzing the facts it was easy to see that the commander and party and Komsomol organizations were not doing enough to study the individual characteristics of the men, maintain regulation relations among them, and unite the collective. Nor had they done everything possible to see that NCO's participated actively in the struggle to identify causes and prevent misdeeds by subordinates in time or to create an atmosphere of hostility toward violations of military discipline. In short, additional efforts were needed in this important area.

Senior Lieutenant Stepygin, who was acting commander of the artillery battalion proved to have a different point of view.

"For four years now," he emphasized, "we have held the title of outstanding battalion. We receive high scores at field fire. Discipline does not cause any special concern. For example, last year there were just 10 violations of regulation order. And even those were minor."

A little earlier I had happened to talk with platoon leader Ensign M. Akhmerov. I heard a similar story from him, that if there were violations of discipline they were mostly minor and, therefore, no occasion for "special alarm."

But what did they consider "minor" violations in that collective? To clarify this, I asked Senior Lieutenant Stepygin to characterize some of the men. The first one he mentioned was Pvt N. Khayrulin, a subunit

clerk. The officer praised his work. He did recall that Private Khayrulin had once been tactless in relation to a new soldier, Pvt A, Paplevin. But he had understood his mistake and never did such a thing again. But when we came to recent cases of improper behavior by Pvt Khayrulin (they were reported by sergeants) the senior lieutenant made a frustrated gesture; it turned out that neither he nor the other commanders had been informed of this. Khayrulin's immediate superior Ensign Akhmerov, was one who did not know.

Meanwhile, taking advantage of his position as subunit clerk, Private Khayrulin continues today to occasionally treat new soldiers rudely. And this sometimes happens in the presence of NCO's who avert their eyes and do not report the incidents in the chain of command.

It appears that this is why Senior Lieutenant Stepygin was not quite objective in his evaluation of Pvt S. Sabirov's work. He simply did not know the latest misdeeds of this military driver, even though they could not be called "minor."

One has to ask: why do certain violations of regulation order sometimes remain in the shadow? Specifically, why do certain sergeants adopt a passive viewpoint?

"At first," Sgt Ye. Stakhov said, "I reported everything to the platoon leader Lieutenant Dimov. And every time he reminded me, 'The main things, the important things, are what you should report. But you come with petty stuff!' So he learned to divide violations into "important" ones and ones which could be neglected.

Certainly, most of the officers in the battalion do not share Lt M. Dimov's attitude toward strengthening discipline. Nonetheless, there are some who do. And I think the reason this happens is that neither sub-unit commander Lt Col Ye Shabrov nor his deputy for political affairs gave a proper evaluation of the young officer's "methods" of working with sergeants at the right time. Other platoon leaders could also have learned from Lieutenant Dimov's mistakes. But this did not happen because senior officers restricted themselves to face-to-face talks.

Lieutenant Dimov now serves in another subunit. But his "style" lives on. Ensign Akmerov, taking command of the platoon, borrowed certain unsuitable educational methods from his predecessor. This is the source of his "lack of information" concerning what goes on in the platoon in the absence of the commander.

Thus, the roots of this indifference to strengthening military discipline, everyday organization , and order must be sought deeper, in the working style of commanders, political workers, and staff officers. And there is no doubt that it must be changed. Here is just one instance which testifies to this. During our discussion of discipline at battalion headquarters only 10 offenses that occurred in the past year were mentioned.

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This is the same figure used in reports. But it was easy to show that a number of serious offenses were not counted; they simply were not considered violations. And this unseemly method was used to maintain the title of outstanding subunit.

It cannot be said that things are going badly among these artillerymen. The battalion has reasons to be proud. They have done a great deal during the present training year to improve field training and fulfill socialist obligations. However, where the men of the subunit used to stand out for their sensitivity to the slightest digression from regulation order, today the symptoms of indifference are evident. But as we know, even a brief period of slackened attention to discipline, unifying the collective, and individual educational work can threaten everything which has been created by painstaking labor.

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## OUTSTANDING CLASS GRADUATING FROM ODESSA ARTILLERY SCHOOL

Moscow KRASNAYA ZVEZDA in Russian 19 Apr 77 p 2

[Article by Lt Col V. Shevchenko: "The Road of Their Fathers — Competition and Komsomol Initiative"]

[Text] Today we are telling of affairs in another collective which was awarded the Challenge Red Banner of the Central Committee of the All-Union Leninist Komsomol, the Komsomol organization of the Odessa Higher Artillery Command Order of Lenin School imeni M. V. Frunze.

The history of the school begins in the menacing days of civil war and is inseparably bound up with the history of the Soviet State and its Armed Forces. Graduates of the school smashed Denikin's and Wrangel's regiments and Grigor'yev's and Makhno's bands, fought bravely in the battles at Lake Khasan and the Khalkhin-gol River, and heroically defended their native soil during the Great Patriotic War. More than 50 alumni of the school were given the lofty title Hero of the Soviet Union for military valor and courage. Thousands of talented commanders have come from this venerable cradle of artillerymen.

In addition to its combat colors bedecked with the Order of Lenin the school also has its Memorial Colors, given by the CPSU Central Committee, the Presidium of the USSR Supreme Soviet, and the USSR Council of Ministers on the 50th anniversary of Great October.

The Komsomol organization attaches great importance to propaganda for the rich revolutionary and combat history of the school. Activists judge the effectiveness of this work by the final result: how the present cadets continue and multiply the traditions of one of the country's oldest military schools. They are now striving for new successes in study to celebrate the 60th anniversary of Great October. The tempo of competition is particularly high among cadets in the graduating class. After all, they will have the honor of becoming officers in the anniversary year. They are now working hard to prepare for examinations. An officer must know

fire theory and the layout of many artillery systems perfectly and be able to operate various makes of vehicles and prime movers.

"Our graduates can work in planning organizations, operate complex computer equipment, and teach," says Maj A. Feoktistov, deputy battalion commander for political affairs.

He lists the names of students who have achieved high training scores. The battalion has 12 soldiers who are candidates for the gold medal and 64 who are candidates for graduation with distinction. And half of the entire graduating class have earned the title of outstanding.

"This is the highest percentage in the history of the school," the political worker says with pride. He relates how cadets, responding to the CPSU Central Committee decree entitled "The 60th Anniversary of the Great October Socialist Revolution," revised their obligations at the initiative of the Komsomol aktiv and many decided to complete school in an outstanding fashion.

Sr Lt A. Sizyakov, secretary of the Komsomol bureau of the battalion presented some interesting figures on the graduating class. Seventy percent of those graduating this year are sons of officers who served in the Armed Forces. This year the brothers of Capt G. Borisenko, party group organizer, and Sr Lt A. Yuzuk, a battery commander, will become officers. The younger Borisenko and Yuzuk are mastering their difficult specializations well and stand out for military smartness, flawless behavior, and high work standards. Sergeants S. Gorbenko and V. Sereda, winners of Lenin stipends, are the pride of the class.

Not only do the graduates have good theoretical knowledge; they are also well-trained practically and able to control subunits with skill and wage fire by direct laying and from concealed fire positions over great distances. Each of them can perform the duties of all gun team members. In past field fires, which were performed with outstanding marks, the future officers demonstrated that they are able to make intelligent tactical plans, carry out calculations in a matter of seconds, correct fire, and avoid becoming confused in complex situations. The personal example of Komsomol activists such as sergeants N. Yemel'yanov, S. Pikalov, and others is reflected in this.

"Experienced commander, skillful teacher of subordinates, fully capable of commanding a battery." This was the description given of graduate A. Babiy, secretary of a battery party organization and deputy platoon leader during his on-the-job training. The graduates have fairly good teaching skills. They are very active politically and consider themselves involved in all achievements by the party and the people. Their communist conviction and unlimited devotion to the party are expressed in their actions. More than half of the graduates are CPSU members or candidates for membership. All the communists in the class are leaders in socialist competition and outstanding in training.

Measuring themselves against them, the Komsomol cadets are striving for new successes. Each of them is now endeavoring through outstanding training and exemplary service to make a contribution to the ceremonial report of the Leninist Komsomol to the CPSU Central Committee in honor of the 60th Anniversary of Great October.

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## COMPARISON OF TRAINING IN ARTILLERY BATTALIONS REVEALS WEAKNESSES

Moscow KRASNAYA ZVEZDA in Russian 20 Apr 77 p 1

[Article by Maj B. Karpov, Red Banner Baltic Military District: "Correct Evaluation of Work and the Result -- How the Same Missions Were Performed in Two Artillery Battalions"]

[Text] Battalion commander Maj L. Novitskiy was evaluating the results of multifaceted training periods at the training ground optimistically. The word "normal" was heard several times during the review, indicating that the objectives of this trip into the field had been attained. But the check training periods which began the very next day cast doubt on this conclusion. However, from the very beginning many officers of the subunit had admitted that time at the training ground was not always used productively. There were solid reasons to think so.

For example, they held contests for the title of best specialist at the training ground. This should be a special event for the collective. But the battalion commander did not attend the competition and when I asked him who were the best specialists in the subunit he could not even give their names. Moreover, I was told that the contests were cut short because they overlapped with the time set aside for personnel to use the bath-house.

The men of the artillery battalion commanded by Lt Col I. Petrov were working at the same training ground at the same time. And they were also competing for the title of best specialist. But the competition in their unit was not like that of their neighbors. The time was well chosen, the physical equipment was in exemplary condition, and a prestigious commission of judges had been named. These and many other factors put personnel in an elevated mood and sharpened the men's sense of responsibility. Lt Col I. Petrov personally totaled the results of the contests. Not only were the names of the winners announced, but also their know-how was summarized and attention was called to their progressive methods of combat work.

Talking with Major Novitskiy I inquired about new, worthwhile steps introduced in his battalion during the winter training period.

"We know the value of progressive know-how," the subunit commander answered. Taking a thick packet of military journals from his desk he waved them in the air and added, "We keep up with new developments."

Nonetheless, he could not recall a single concrete "new development" implemented in the battalion.

Again the same comparison intrudes itself.

Here is an episode from the life of the neighboring battalion. At a certain training period Pvt P. Tevosyan, a computer operator, made an error in data preparation. The soldier, who was crushed by his failure, was invited to talk with the battery commander. He showed the young soldier a journal article which recommended new, accelerated computational methods and was able to explain the substance of these methods. The result surpassed expectations. Tevosyan worked out original tables which are now used by all computer operators. And he won the title of best specialist in the battalion.

Other examples could be given that show how the attitude toward progressive know-how differs in the two artillery battalions. One collective goes no further than good intentions while the other works hard and persistently to introduce anything that will promote improvement in the quality of the training process and the effectiveness of competition.

The subordinates of Maj L. Novitskiy did not demonstrate confident actions at the rifle-artillery range during the inspection. This is especially alarming because the same problem was noted last year. Why is this? Perhaps the artillerymen do not have the necessary physical facilities for training?

On the contrary, the battalion commander and his senior officers have rated their training facilities highly.

I asked Major Novitskiy to show me the classrooms. A thick layer of dust on the desks and chairs showed that the artillerymen had not been in them for a long time. But the word "classroom" came up quite often in the schedules of training periods. At the range the operating models and displays did not "operate" and the rifle-artillery trainer was dismantled. It became clear that the equipment created by the talent and diligence of army craftsmen had hardly been used after being judged in the competition.

The battalion led by Lieutenant Colonel Petrov did not score as well at that competition, but I found that in their classrooms everything was ready to use and helped maintain the intensity of training periods.

The two battalions are ending the winter training period with different results. One achieved its planned goals for the first phase of competition and the other did not. I think the comparisons made above show why this happened and illustrate the many reserves not being used in the lagging unit. Above all they lack a party-minded, truly exacting evaluation of their own work.

## STAFFS HAVE KEY ROLE IN IMPROVING TRAINING PRACTICES

Moscow KRASNAYA ZVEDZDA in Russian 20 Apr 77 p 2

[Article by Col Gen V. Yakushin, chief of the General Staff of the Ground Forces: "Headquarters in the Struggle for Effectiveness in the Training Process"]

[Text] Our forces have great concerns today. In the large and small units competition has unfolded on a broad scale to greet the 60th anniversary of the Great October Socialist Revolution in a worthy manner. Through hard work our Soviet fighting men are bolstering combat readiness and military discipline, steadily mastering modern equipment and weapons, and struggling for outstanding performance of training plans and programs. In performing the missions set down for the Armed Forces by the 25th Congress of the CPSU personnel of the Ground Forces are filled with determination to reach new frontiers in improving military skills.

Headquarters have an important role in organizing the training process and in the struggle to fulfill socialist obligations. Therefore, high demands are made of staff officers. They must have a good grasp of all the subtleties of military affairs, possess the skills of an organizer capable of operationally influencing the course of combat training, and strive for firm regulation order, organization, and discipline. The comrades chosen for staff work are the most highly qualified ones, those from whom one may learn things. Their working style is based on high personal responsibility for performance of military and party duty and the ability to concentrate their efforts in the main, decisive areas of the struggle to raise the combat readiness of our units even higher.

One of these areas is planning combat and political training. This is important work. After all, a carefully conceived plan worked out in every detail is a guarantee of success. In this respect, the working know-how of the staff led by Lt Col S. Bogomolov is instructive. Even before the start of the training year the necessary planning documents are carefully worked out there. In preparing them staff officers cooperate closely with the deputy commanders of the unit, political workers, and service chiefs. The nature and substance of the missions given to the unit, the training

level of personnel, the combat teamwork of the subunits, the moral atmosphere in the collective and many other factors which influence the training and work of the soldiers are taken into account here. The staff also takes care of preparation of physical facilities for training and providing subunits with everything they need. The success of this unit is in large part a result of the fixed attention given to these matters by the headquarters party organization.

The first thing in staff work is planning tactical training periods and exercises. This is natural because the primary index of troop combat readiness is field training. Unfortunately, preparation for and organization of tactical training periods and exercises does not always meet the high demands of the present day. Sometimes certain commanders and staff who are preparing for exercises try to put subunits in familiar places or look for every possible opportunity to familiarize personnel with the new terrain ahead of time. The reason for this is their desire to receive a high mark. But after all, a mark obtained by all kinds of simplification and indulgence does not reflect the true level of personnel preparedness and therefore cannot bring any satisfaction.

It is another matter when the subunit operates on unfamiliar terrain according to variations which were not known in advance. In this case both of these commanders and the soldiers must make full use of the knowledge and skills gained during daily training and demonstrate initiative, resourcefulness, creativity, determination, and other moral and fighting qualities during training battle. It is possible that some will receive rather poor marks at such exercises. But the qualitative meaning of them will be much greater than marks received under simplified conditions.

During planning it is considered that all training subjects today are subordinate to the interests of tactics. This includes the full range of military knowledge and skill needed by personnel to wage modern combined arms battle. At the same time we cannot forget that the steady, rapid supply of new, modern weapons and equipment to the troops increasingly make field training directly dependent on the level of technical training. The quality of personnel training is largely defined as the ability to make effective use of the capabilities of modern weapons and equipment.

The results of winter combat training, which is close to its end, show that no matter how precise the plan of combat and political training may be, it does not play its proper role if correct distribution of motor resources, ammunition, materiel, and money is not taken into account when working out the plan. Unfortunately, some staff still give this inadequate attention or only begin making calculations when the training periods are already fully in progress. The plans are violated, which has a negative effect on the quality of training.

Organizing the planning of combat and political training does not, of course, exhaust staff functions. Life demands that the staff take an

active part in the training process at all levels and work purposefully every day in the units and subunits. All the questions of troop life and training cannot be covered without this nor can the missions facing them be accomplished well.

The unit staff headed by Capt M. Chauro at one time failed to give proper attention to the methodological training of tank commanders. Training periods for them were often held under simplified conditions: sergeants assembled in a classroom and wrote outlines from dictation by one of the officers. Of course, such training was of little use. Some battle drill exercises in the unit were also conducted on a low methodological level. At some of them the questions being worked on were unrelated to real actions in battle. The situation was corrected only after higher headquarters intervened: corrections were made in the training plans, additional training periods were organized for subunit commanders, and work began to introduce the know-how of leaders in competition into practice. But the staff officers themselves led by Capt Chauro could have taken care of this all by themselves if they had shown a daily interest in sub-unit affairs and looked closely at the organization of combat training and socialist competition.

At the 25th CPSU Congress it was emphasized that monitoring and checking on performance of orders is a key part of organizational work. Monitoring and checking on performance occupies a very important place in staff work. Effective monitoring is an essential condition for insuring high quality and effectiveness of work at all levels. The staff determine what questions of combat and political training should be checked, when the check should be made and by what methods, and who should be enlisted for this work. They outline ways to eliminate shortcomings which are found and give the subunits necessary assistance.

In this it is important to use different forms of monitoring correctly. Whether the choice is check training periods, studying plans and reports, a comprehensive check, or a special-purpose check, the form must be used in such a way that it promotes an improvement in the quality of military work by the soldiers, effective competition, and, in the last analysis, a rise in the combat readiness of the units and subunits. Effective monitoring is inconceivable without daily work by staff officers in the sub-units.

A check of combat readiness in the unit where Maj A. Tarastsev is chief of staff showed that training periods in some subunits are poorly run. In searching for the reasons it became clear that the training process in the subunits had been monitored sporadically, that there was no clear system or purposefulness in the work of Maj Tarastsev and the other officers. The weaknesses in the work of the staff were eliminated, of course. But the problem could have been prevented if monitoring and checking on performance of decisions had been carried on daily.

If the headquarters is to have exhaustive information on the state of affairs in the local areas and be able to influence the course of the training process on an operational basis, its workers must visit the subunits more often, meet with the commanders and soldiers, and look closely at their wants and needs. While recalling this commonly known truth, I would like to emphasize that a great deal here depends on the working style of the staff officer, on how he structures his mutual relations with the men. We should note that sometimes an ordinary comradely talk proves much more useful than an official conversation from behind the desk. In general, it is a good rule that the person who visits a unit or subunit as inspector should exercise a positive influence. At the same time, the staff officer must adhere to party principles and be able to analyze phenomena and facts objectively and without prejudice and draw correct conclusions from them. It sometimes happens that an inspector will discover some small problem and immediately sound the alarm, saying that the unit is falling apart. Or, by contrast, he will see clean swept sidewalks, fresh-painted columns, and other external signs of order and conclude from that alone that the work is well-organized. One must, as they say, get to the root of things: how good is the discipline of the training process; how productive is training time; how well are daily missions performed; what must be done to make the rhythm of collective life even more precise. Only with such an approach will monitoring be effective.

It is difficult to exaggerate the role of the staff in work to disseminate and introduce progressive know-how. It is important that staff officers not only be able to recommend new and progressive things that have been generated in the process of competition, but also that they themselves promote new development and provide impetus for creative thinking in accomplishing the missions of combat and political training. The ability to analyze thoroughly, to determine the most effective methods of training and educating personnel, to evaluate and direct the creative work of efficiency and invention workers toward intensification of the training process and conserving motor resources, fuel, lubricants, and other materiel — these are essential qualities for a staff officer.

We should give special attention to an important area of staff work, the development and practical introduction of various pamphlets, methodological aids, and instructions which help improve the quality and effectiveness of troop training. In this work the staff operates as a kind of center of military science work. It is no longer possible today for us to agree with those who consider research work to be the domain of the military schools and higher headquarters only. Searching for and refining new methods of waging combat actions under contemporary conditions is the direct duty of commanders and staff at all levels. This is especially true because the staff of small and large units, for example, can test the results of their research directly on the training fields and proving grounds.

Socialist competition puts many problems demanding profound analysis before our staffs. Specifically, there is the movement to be called a progressive unit, which was begun in the army and navy at the initiative of the men of the Taman' regiment. It encompasses all spheres of army and navy life. And in it a great deal depends on the organizational activity of staff. In carrying out the demands of the USSR Minister of Defense, under the direction of commanders and working with political agencies, they are expected to direct the effort of subunits and units to the struggle to raise combat readiness even higher and improve the quality of the training process and the effectiveness of competition. They must try to see that competition penetrates into all areas of military life and combat activity. An important sector of their work is the struggle to further enhance regulation order, discipline, and organization and improve military work; without this an improvement in the quality and effectiveness of combat training and educational work is inconceivable.

The winter training period is coming to an end. As the organs of control in the hands of the commanders, staffs everywhere must insure high and demanding standards in summarizing results. This is a reliable way to further raise the quality and effectiveness of combat and political training in units and subunits and to achieve success in socialist competition for a worthy celebration of the 60th anniversary of Great October.

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CSO:1801

LIVING CONDITIONS EXCELLENT IN REMOTE CONSTRUCTION UNITS

Moscow KRASNAYA ZVEZDA in Russian 20 Apr 77 p 2

[Article by Col A. Sgibnev: "Your Son Writes the Truth"]

[Text] Dear Editors:

It is five months now since we saw our son off for the army. He is our only son. And it appears that he has been unlucky. Other boys from our building have been sent to real units, but he was assigned to construction work. I worry myself sick thinking of him: is he well fed, do they have good shoes, is he taken care of? He writes in his letters that everything is fine and he is pleased with everything, but does he write the truth?

M. Prokhorova (Dorogobuzh)

It is not hard to understand the heart of a mother. Yesterday her son was with her, but now he is hundreds and thousands of miles away, under the guidance of strangers. How is he doing there, for this is the first time he has been away from home for long. So the mothers send worried letters to the editors. We receive an especially large number of letters from parents whose sons are serving in military construction units.

But there is no reason to worry.

My trip to visit the military construction workers began with a small conflict. I happened to exchange a few words with the man next to me at the entrance and it turned out that he had a son serving in the region to which I was traveling. Furthermore he was a construction worker. How could they help but take advantage of this circumstance?

Soon the Lyutovs, Ivan Andreyevich and Taisiya Yegorovna, brought me a knapsack packed with goodies. There was everything in it: jam, socks,

some kind of waistcoat (to wear under his jacket, Taisiya Yegorovna explained, so that commanders would not see it), and enough food to feed a platoon...

"Why are you sending all this!" I burst out. "I assure you, your son is provided with everything, why all this expense?"

I saw that they were ready to take offense. They tried to persuade me together, saying that it would be no great trouble for me to take it, but their boy would be very happy. To make the story short, the construction workers were perplexed to meet me; I was far from the first traveler to arrive with such luggage. And when they learned what I had, they warned me politely: do not offend Sergey Lyutov, they told me, by giving him the present. Do everything tactfully, one step at a time, so that his comrades do not think that he is somehow dissatisfied, complaining in letters and asking for all kinds of additional things from home.

"We have everything, everything is provided here," the unit commander stated firmly and responsibly.

In Moscow, before my departure for the city of N-sk, I was told that the commander, a regular builder, was one of those who made the first post-war sites livable, building barracks, classrooms, officers quarters, and missile launches. So, my volunteer consultant continued, all the everyday changes in our military construction units took place before his eyes, and he participated personally.

Sitting now in his office, I expected to continue the conversation, but, seeming to forget me, the colonel-engineer was impatiently looking for something in an open desk drawer. The minutes passed and his face showed concern. Finally he spoke with relief, "Here they are, look."

On the desk lay some photographs which recorded a difficult time in reconstruction. I saw that construction was going forward on the site of a recent fire. And not far off were huddled the tents of those who would transform this land liberated from the enemy, beautify it with the love of their heart and their creative talent. The times are now different and no one even remembers the tents. They have been replaced by long prefabricated block structures which shelter master masons. Photographs taken a few months ago record the latest housewarming. The construction workers were opening their own tearoom. I saw it later and learned that it is a spacious establishment furnished attractively, with taste, just like a city cafe.

"There is a saying - 'old and sad,'" the commander continued. "And what it means is that the shoemaker is supposedly always left shoeless. But we military construction workers," the commander's voice expressed his inner satisfaction well," decided that this saying would not apply to us. The shoemaker must have shoes too, and construction workers must not live out of doors. The military construction worker has a direct part in

improving troop combat capabilities, just as the tankman, missileman, and submarine sailor do. This means that appropriate attention must be given to him also, particularly when the state is creating the most favorable conditions for this.

The unit worked hard to avoid falling under the old saying mentioned by the commander. And their work paid off very well! One need only be at the post a couple of days to see how much good provisions for everyday life promote outstanding labor. The military builders completed their assignment for the first year of the Tenth Five-Year Plan ahead of schedule. The desire to meet their obligations in competition for a worthy celebration of the 60th anniversary of October permeates all their activity today. I will not recite figures. It would be better to relate an incident which occurred in the unit shortly before my arrival.

Sr Sgt Nikolay Klokov came to see the commander. He was excited and confused somehow, even angry and the commander could not imagine what the problem was. He asked him to sit down but Klokov did not. He went right on the attack: "Why are they deceiving us?"

"Calm down, explain things in order."

"I can't explain things in order," he answered, "when the site is such a mess."

"I finally understood," the commander continued, "why Klokov, our best concrete worker and a recognized production leader, was so upset. He, Komsomol member Klokov, deputy platoon leader, had taken on a lofty socialist obligation in the presence of the entire unit but now building materials were not being delivered on time and the workers did not have proper machinery. He had appealed to the engineer who promised to help, but did not. He had appealed to the party committee, but nothing came of it."

As daily reports show, the incident with Klokov was an unusual one. Supply to the construction sites is precisely organized and nothing disrupts the rhythm of the anniversary year. The commander immediately took decisive measures. But even now, a week later, it gives him pleasure to tell how Sr Sgt Nikolay Klokov came to see him, for this pleasure is nourished by the political growth of the men, patriotic consciousness, and responsibility understood from a state point of view.

Incidentally, without waiting for me to ask the commander also said a word of praise for Sergey Prokhorov, whose mother is needlessly disturbed about his fate, and for his namesake, Sergey Lyutov. So, my dear parents, be proud of your sons! They are both learning to be masons; both are diligent and work hard without being pressed. I saw them on the second day. The wall which they are building under the watch of the sergeants is level and solid, the kind one can rely on. Sergey from Dorogobuzh admitted that he hopes to learn to operate a bulldozer also,

while my neighbor from Moscow is attracted to the control booth of a power crane.

Leaving the construction site I went to the subunit areas. They are small, sometimes with two or three buildings, and everything has a military look: clean, neat, with nothing superfluous or contradictory to army life. In the center of one a red banner fluttered on a high flagpole. "That is for first place in socialist competition," Maj Viktor Alekseyevich Shkurenkov said. In person he is even more attractive than he looks on the Honor Board at headquarters, where his photograph is already quite faded. He is above average height with an athletic build and a uniform that fits like a glove. His subunit has been the clear leader in the unit for some time.

They are not the leader in production indices only. Their subunit area is rightly considered exemplary. Their barracks, which only recently underwent major repairs, are well-lighted and comfortable. I was told that the men feel as much at ease there as at home. And they are most grateful to their commander. It was at his initiative that a shower, an absolute necessity for masons and finishing workers, was installed, the messhall was expanded, and clothing and food storehouses built by volunteers were just accepted. The major finds time to check the menus personally, to find out if everything is alright in the domestic services room, and to attend an evening of recreation in order to see if it is possible to really relax there after a hard shift.

Another time I found Viktor Alekseyevich at his desk in his office. He was answering parents' letters. His answers were polite and attentive, because he knows that these letters represent great trust placed by the people in him, the commander. "How is my son doing?" asks Anna Ivanovna Arsenina from the city of Nazarovo in Krasnoyarskiy Kray. At one time, the major recalled, his own mother wrote the same kind of letter, worried about him, her first born son. This must be why he finds such moving words for his letters to Anna Ivanovna Arsenina, Anna Fedorovna Murashova, Mariya Petrovna Gladkova, and Veleriya Innokent'yevna Galimova, whose sons are serving in the subunits. The commander is quick to tell them that their sons are working hard and have managed — ahead of schedule! — to master two or three construction specializations which will be useful to them after discharge.

"Drive around to the other subunits," the unit commander advised me, "and you will see that there are many things to write back to soldiers' mothers who write letters to the editors."

I went everywhere. Ensign Vakhatang Gachechiladze, company first sergeant and secretary of the party organization, showed me how communist and Komsomol members are building a shower. Another ensign, Vladimir Vysogurskiy invited me to the library, the pride of his company. It is operated on a public (volunteer) basis and has subject subdivisions: military memoirs, methodological literature, artistic literature, and (in the most prominent place) the "Complete Works" of Vladimir Il'ich Lenin.

"This is a birthday celebration table," said communist Ensign Ivan Petrovich Pis'mennyy, who has given 21 years of his life to food service in the military. I looked and could not believe it: there were flowers on the table. An icy wind howled outside the window, but here were flowers. And when Ivan Petrovich took me into the hothouse built by several generations of company efficiency workers and I saw that onions were growing, cucumbers were coming up, and it would soon be time to harvest the lettuce, I understood that love for one's work can truly create miracles.

It was already evening, with stars in the low sky beginning to show like electric lights, when I again met Sergey Prokhorov. We met in the Lenin room, by the television. At the television center in Ostankino a corresponding member of the USSR Academy of Sciences was appearing, answering questions by workers, peasants, and soldiers, and here, thousands of miles from the capital, in harsh steppe country, he was being listened to with interest and attention.

Tomorrow the soldiers have been invited to their own club; a group of actors is coming to visit. The actors are from Moscow, so remote and yet so infinitely close.

So we see, life in the military construction subunit is going normally. Just as it does in tank units, missile units, and air force units.

And please don't worry, Mariya Dmitriyevna Prokhorova. Your son writes the truth.

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NEW COLLECTION OF MATERIALS ON REAR WORK DURING WAR REVIEWED

Moscow KRASNAYA ZVEZDA in Russian 20 Apr 77 p 2

[Book review by Col A. Zaytsev, candidate of economic sciences and docent, of the book "Voyna. Narod. Pobeda. 1941-1945" (War. The People. Victory. 1941-1945), books one and two, Politizdat, 1976, book one — 224 pages, book two — 206 pages: "For the Chronicle of the People's Heroic Deeds"]

[Text] A new two-volume publication, "War. The People. Victory. 1941-1945," has been added to the documentary and memoir literature of the Great Patriotic War. This literature is rightly called a chronicle of the people's heroism. The new collection contains the memoirs and reflections of people who held different positions during the war and were at different places on the front and in the rear.

In addition, these volumes contain various kinds of extracts from documents, diagrams, and sets of figures. As a supplement to the primary material the precise documentary data help create a broad-scale and very graphic picture of the historically significant victory of the Soviet people in the inconceivably difficult, bitter war.

A consistent theme through the entire two volumes is that the great vital force and invincibility of the world's first socialist state, so clearly demonstrated during the war years, resulted from the fundamental advantages of the economic, social, and state system of the USSR, the moral and political unity of Soviet society around the Leninist Communist Party, the indestructible friendship among the peoples of our country, and the absolute devotion of Soviet people to communist ideals. With rich concrete historical material the authors and compilers of the collection reveal the leading and directing role of the CPSU in all sectors of the struggle against fascist Germany.

The multifaceted activity of the party to provide material support for the victory over Hitler's Germany is shown consistently in the work, using a great deal of factual material.

The work gives a very complete picture of the hard, heroic labor of workers in industry, transportation, agriculture, and construction during the first, most difficult year of the war. Transferring the national economy to a military footing was made even more difficult by the fact that inconceivably great hardships related to loss of part of the country's key economic regions, which were occupied by the enemy in the first six months of battle, had to be overcome. Enormous numbers of people and amounts of materiel had to be transferred from the front region to deep rear regions. By the end of 1941 more than 10 million persons had been evacuated from the western to the eastern regions and more than 1,500 large industrial enterprises as well as a large number of means of transportation, livestock, and other public property had been moved. This two volume work shows how the heroic workers of the rear, unselfishly overcoming deprivations, working day and night, forged the weapons of victory.

As a result of the unprecedented efforts of the party and people, by mid-1942 the national economy was already adjusted to war interests. The prewar level of capacities in the defense industry had not only been regained by this time, it has been significantly surpassed. The front received an ever-growing supply of weapons, ammunition, and other materiel of ever-better quality. The socialist planned economy of the Soviet Union successfully won the first phase of its battle against the war economy of fascist Germany. A strong material foundation was established for the fundamental turning point in the war.

Soviet people worked hard in all the subsequent phases of the war too; many of the authors in the first two books of this work mention this. In addition to further increases in the scale of production of materiel for the front, there were steadily increased efforts in the struggle for military-technical superiority over the enemy. Soviet scientists and designers developed more and more improved models of weapons and combat equipment and many of them began to be put in series production. N. S. Patolichhev, who was first secretary of the Chelyabinskaya Oblast CPSU Committee during the war years, remarks in his article that during the Great Patriotic War in Chelyabinsk "more than 10 modifications of tanks and self-propelled artillery guns and six types of motors were put into series production." It should be noted that the new models of weapons and combat equipment were developed and introduced into production exceptionally fast. In the article "The Designer's Joy," which is in book two, the author F. S. Petrov gives an example where an artillery design bureau, receiving an assignment from People's Commissar of Weapons Dmitriy Fedorovich Ustinov, in just 18 days during April 1943 produced working drawings for a new 152-millimeter howitzer which was then produced. This gun was adopted that same summer and served well in the battle of the Kursk Salient and was used extensively in the concluding years of the war.

The work presents extensive material which tells of the intensive searching by production workers, engineers, and party and economic leaders for

ways to raise labor productivity and production efficiency as a whole. Many of the articles reveal various forms of socialist competition which developed extensively during the war years and show the enormous scope of creative initiative by working people, who found reliable ways to solve the most complicated production-technical problems.

The work under review draws a broad picture of this historically unprecedented feat by all our people. These two volumes, which show the inner sources of the Soviet people's great victory, will take their place in the chronicles of the Great Patriotic War.

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## MILITARY SPORTS TEAMS USING UNAUTHORIZED PERSONNEL

Moscow KRASNAYA ZVEZDA in Russian 20 Apr 77 p 4

[ Letter by Maj A. Prishchepo and editorial comment: "With Someone Else's Hands" ]

[ Text ] A strange method for manning sports teams to compete in competitions exists in our unit. Before they begin, the chief of physical training and sports, Major G. Khvatkov, goes to the sports collectives of the city, finds good athletes there and then, shamelessly, under the guise of a sports active, includes them in the competitors of forthcoming competitions; after approval of the lists by the unit commander, he demands that I draw up the appropriate documents. But how is it possible to write out travel orders for people who have absolutely no relation to the unit and are not members of the servicemen's families?

Major A. Prishchepo

From the editors. KRASNAYA ZVEZDA correspondent M. Shlayen visited the unit where Major A. Prishchepo serves. The facts contained in the letter were completely confirmed. Wrestlers A. Mazur, P. Pidstavskiy, A. Volya, and track and field athletes S. Kobylyanskaya and G. Kogal who recently went to the district competitions with travel orders of the unit were "invited" by the chief of physical training and sports, Major G. Khvatkov, from other sports societies and, in particular, from "Avangard." They neither had nor have any relation to the unit. Furthermore, there are not even any sections in the unit for wrestling and track and field.

Instead of developing sports among the men and attracting them to the sections and teams, Major G. Khvatkov decided to achieve victory with someone else's hands and set forth on the path of substitution and eyewash.

Now G. Khvatkov agrees that, of course, it would have been possible to organize wrestling, track and field, and a number of other sections in the unit long ago and, moreover, there are people to head them. Candidate masters of sport Sergeant M. Svanidze and Privates A. Balanovskiy and L. Nemchenko would

willingly have undertaken the leadership of the sections. Perhaps, at first the men expected defeat but, with time and the acquisition of experience, results would unquestionably have improved. And what satisfaction would have resulted from the successes attained by their own efforts and how this would have been an additional stimulus for the development of sports and the disclosure of new talents.

Unfortunately, the sports committee and the party and Komsomol organizations were not very occupied with questions of organizing mass sports work in the unit and had too much trust in the chief of physical training and sports.

It is to be hoped that the higher sports committee will give the proper evaluation to the methods of "manning" the teams which were practiced by Major G. Khvatkov.

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## INTERCEPTOR UNIT TRAINING ACTIVITIES

Moscow KRASNAYA ZVEZDA in Russian 21 Apr 77 p 1

[ Article by Maj A. Andryushkov, 1st class Military Pilot: "Missile Carriers Go Into the Attack"]

[Text] A siren howled over the air force cantonment. Its sound, now dying down, now taking off to the highest note, broke the predawn silence. The barracks were emptied. Wives, bidding their husbands goodbye, anxiously looked from their apartment windows, observing blackout conditions as normally and clinging to the glass. Tremendous prime movers were braked with a squeal at the check point and rushed on, carrying the personnel away to the scorched slabs of the airfield, to the parking places of the missile carriers.

But even before the first vehicle started from the air force cantonment, reports of readiness for takeoff sounded briefly in the air. It was the pilots of the alert flight who had switched over to "Receive." Each one is now seized by one thought: "Every strength for the main thing--for the accomplishment of the combat mission!" Captain Aleksandr Tunev, a first-class pilot, also stood near the panel with this motto on the asphalt taxiway. The solemn ceremony prior to going on combat duty had begun. Tunev heard the order together with his comrades: "Begin the protection of the aerial borders of the Motherland--the Union of Soviet Socialist Republics!" And now, all the thoughts and actions of the fighter-aviators were directed toward the accomplishment of the assigned mission as the military oath commands.

The sound of the siren split the dark of night and people who were running toward the missile carriers were hurrying. It was as if both the ground and the sky were already filled with the breath of battle. But right after the index of a pilot was announced, the authoritative command was heard over the radio:

"Air!"

From the voice, Captain Tunev recognized Lieutenant Colonel Yefremov and he felt the excitement of the first minutes calm down. The aircraft technician, standing on the left of the fighter, jerked his hand to his hat: "Everything

in order, everything ready for flight!" The missile carrier taxied onto the concrete and took off swiftly.

Well, the mission is clear to Captain Tunev. Once the signal for takeoff is given, this means there is nothing to guess--a simulated or actual target has appeared in the air. And the command for takeoff is a combat order: to intercept and destroy the enemy. The enemy may prove to be strong. But one must stop his flight and not let him through to the attack objective. Captain Tunev understands this. Persistently, from day to day, he comprehended the difficult science of combat skill. The most experienced instructors trained him for skillful, decisive actions under any weather conditions. Those such as military sniper pilot Lieutenant Colonel V. Yefremov. And knowledge of the fact that he is controlling the battle from the CP [command post] provides strength and instills confidence in victory.

And the aircraft technician, Lieutenant Nikolay Tylik, wishes the commander of the crew only victories. Until the flight is completed, he will be looking in the direction of the remote drive, awaiting the appearance of the missile carrier. Together with the mechanic, Private N. Kandyba, he will straighten up the aircraft covers which were thrown down on the alert and from time to time he will walk up to the other missile carriers. In their cockpits are other pilots of the flight, ready for takeoff. Having turned on their aircraft radios, they are picking up over the airways all the details of the battle which was initiated. From the way that their faces are concentrated, one can guess that they are now suffering through each instant of the attack together with Aleksandr Tunev. And the technician listens with half an ear to how things are going for the captain and whether the combat machine let him down in some way.

Komsomol Nikolay Tylik accepted the missile carrier quite recently. He immediately fell in love with the combat machine and was filled with pride for it. So he assigned himself the goal: in the year of the 60th anniversary of the Great October, to prepare the aircraft for each flight only with high quality and to achieve new successes in training and in service. Following the example of the technician the aircraft mechanic, Komsomol Private Kandyba, outlined high positions for himself in improving his soldierly skill, too. He assumed the obligation to become a first-class specialist and master two allied specialties. All the men of the subunit are laboring with the same selflessness and with full return.

The premorning ground was covered with the muslin of dawn and the joyous blue of a new day had already splashed into the cockpit at the flight altitude. The fantastic mountain peaks were already ablaze with scarlet and the sun was barely touching them with its first rays. Still a trifle, but it generously pours the warmth of its light on the ground. Pilot Aleksandr Tunev is now intercepting the target so that it will be like this tomorrow, always, so that people will greet the dawn with joy.

An aurora of golden spray shot up on one of the CP screens. A target blip was somewhere in its clutter. Under the cover of jamming, the enemy is trying to

get away from the interceptor. He will have recourse to various tricks many times again as he feels the invisible noose tightening more and more tightly around him. Commenting on his next countermaneuver, first-class controller Captain V. Orlov jokes:

"How do you like that, he dropped two sacks of interference!"

And right then, distinguishing the target blip which flashed on the scope, he calmly reports precise data on the enemy to the commander. "The target is changing flight level. Continue the approach. Altitude...," the order reaches the interceptor.

Tunev swiftly accomplishes the maneuver to come out on the combat course. The pilot has an on-board radar at his disposal. But he is conducting a visual search. Even today, the commandment of the frontline fighters has not become obsolete: be the first to see and to win. Then a distant band flashed in the sun's rays, ambiguously criss-crossing the horizon. What is it? The pilot's glance races along this line. An inversion trail! Tunev reports to the CP that the target has been discovered. The enemy is wobbling on his course, is trying to shake off the attack by maneuver, increases his speed, and is making for the sparse clouds.

"...To the target..." sounds over the radio. And right there, categorically: "Do not turn on your weapons! Your course is on the money...."

Aleksandr understood that this time the target was simulated. At the instant of a steep turn, Tunev caught sight of the airplane on the beam. Had it been a real target, it would have been destroyed with the first attack.

After the landing, the commander thanked the pilot for his skillful actions.

"I serve the Soviet Union," answered Captain Tunev.

He serves the Motherland as the heroes of the frontline sky willed. An invisible but firm bond brings the combat veterans closer to their worthy heirs. This is manifested with special force in the selfless soldierly labor of the young aerial fighters. On the first signal, they lift the missile carriers into the air and fly them toward the line of irresistible attack.

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COMMANDERS URGED TO RESPOND TO LETTERS PROMPTLY

Moscow KRASNAYA ZVEZDA in Russian 21 Apr 77 p 2

[ Article by Maj Gen M. Tarakanov, deputy chief of political directorate, Group of Soviet Forces in Germany: "Constant Attention to Letters"]

[ Text] One day, a letter from Senior Lieutenant Yu. Zyukin turned up in the mail which arrives every day addressed to the command of the N-th large unit. What was it that disturbed the officer?

An expert in his field who has been working on the training of military drivers for many years, Zyukin had become enriched with great work experience which helped him to see unused reserves in the instruction of the specialists. The desire to transfer his ability to others also stimulated the officer to take up his pen. The senior lieutenant introduced a number of interesting suggestions for improving the training material base and, in particular, he expressed the useful thought of ensuring feedback on the route of the vehicle driving grounds. This suggestion was introduced into practice with his direct and active participation.

As we see, the impetus for the introduction of the innovation was provided by a letter from a serviceman who was concerned about raising combat readiness and improving the training process. And a great number of letters of this type come to our units and large units.

The public activity of people increased noticeably after publication of the decree of the Central Committee CPSU, "On the 60th anniversary of the Great October Socialist Revolution," in the press. The overwhelming number of letters show the desire of their authors to help commanders, political organs, and staffs in looking for new ways to improve combat readiness and discover shortcomings which hinder the successful accomplishment of assigned missions in the jubilee year. The absolute majority of these letters, in the words of V. I. Lenin these genuinely human documents, are imbued with ardent love for the Communist Party and its Central Committee. They express the striving of the men to accomplish their duty to the Motherland to the best of their ability and to make a worthy contribution to the struggle for implementing the historic plans of the 25th Congress of the CPSU.

Under contemporary conditions, when the question of the integrated education of the Soviet people has been placed on the agenda with special force, great significance is being acquired by the inflow of information to the party organizations.

It is well known that the system for controlling the complex military organism is being improved from year to year. This is dictated by the continuously increasing tasks for improving combat readiness and by the interests of rallying the collective. Therefore, it is important for the commander and political officer who are responsible for the ideological-political and moral upbringing of subordinates to have comprehensive knowledge of the attitude in the soldier or officer environment in order to see positive shifts in time and to react to various shortcomings effectively. And the information which is drawn from the letters which arrive is the most valuable material for observations, reflections, and conclusions.

One can encounter comrades who are inclined to attribute an overall decline in the number of letters arriving at the political organs and staffs to a favorable factor. Is such an estimate proper? Not quite, it is believed. One must certainly consider just which category of letters is decreasing. If a decrease occurs in the number of complaints or critical remarks concerning shortcomings then, naturally, such a reduction can only be welcomed. But you see, letters are not only complaints. Therefore, in considering work with letters as one of the sources of comprehensive information, it is important to regard their character, content, and trend as of paramount importance.

In recent months, the political directorate of the GSFG [Group of Soviet Forces in Germany] and the staff of the group of forces in a number of units and installations analyzed the state of the work with letters. At the same time, a mass check of this important sector of activity of commanders, political organs, and staffs was conducted by forces of popular control with the participation of all committees, groups, and posts. The results of the check were discussed at a session of the military council. The basis of its recommendations was formed by the requirements of the decree of the Central Committee of the CPSU: "On further improvement of work with letters from workers in light of the decisions of the 25th Congress of the CPSU."

It has become a firm rule with us: when accomplishing service assignments among the troops, officers of the political directorate must study the state of the work with letters, applications, and complaints. This permits us not only to react to shortcomings in good time but also to generalize leading experience in this important sector.

It has been accumulated, for example, in the political section where the deputy chief is Lieutenant Colonel Yu. Peretrukhin. Here, much is being done in order to study incoming correspondence attentively, react to all inquiries in good time and in a party manner, to eliminate immediately the shortcomings about which the authors report, and to inform the troops within the established times about the measures which have been adopted. This is what happened, let

us say, with the suggestion of a tank company commander, Senior Lieutenant O. Korvatskiy. His wealth of personal practice suggested to him one bottleneck in the training of tank crew members for firing with the authorized ammunition and helped him to see a more effective method for training the men. Experienced specialists considered the suggestion from every angle and evaluated it highly. The innovation was immediately recommended to all subunits.

Great and comprehensive work is being conducted in this unit which is directed toward raising the public activity of the servicemen. The personnel are informed efficiently and completely about the domestic and foreign policy of the party and the state. Presentations by commanders, political officers, organizational and ad hoc propagandists, and military jurists before the officers, warrant officers [praporshchik], sergeants, and soldiers to explain Soviet legislation, the military oath, and the regulations are organized regularly here. Work is also conducted in a differentiated manner among the families of the servicemen. Schools and study groups of legal knowledge are actively functioning.

Interesting graphic agitation and the necessary literature on legal questions are found in the majority of Lenin rooms and reading rooms. In this way, the men's range of knowledge is expanded. They learn their obligations and rights deeply, their vision of positive and negative facts becomes sharper, and the completely proper striving to inform their senior commanders about everything which, in their opinion, is of public interest, appears.

Thus, in his letter which was sent to the senior commander, Junior Sergeant A. Kovalenko reported about shortcomings in the organization of mass sports work which took place in the unit. The junior sergeant did not simply list defects but he also expressed sensible considerations concerning their elimination and on improving the material base. The soldier looked at this question from lofty positions, understanding that the development of mass sports work has an active influence on physical hardening which, in turn, contributes to the raising of the unit's combat readiness. Naturally, realization of the suggestions which were expressed permitted improving sports work.

Examples of this type could go on and on. At the same time, we cannot fail to be alarmed by facts concerning violation of the established rules for work with letters and inattention to them. Some officials and party leaders are displaying a simplified approach in this matter. Instances of a formal attitude to applications and complaints are encountered. This forces people to turn to higher echelons. This is what happened, for example, with the letter of a former serviceman, V. Blazhevskiy. He appealed to the unit twice with the request that it send him the service reference necessary to begin work in the militia. In the unit, however, they remained deaf to the request of the soldier who had been released to the reserve. Losing hope of receiving an answer from the unit, Blazhevskiy was forced to turn to the Main Political Directorate of the Soviet Armed Forces. But you see, had the command reacted tactfully and in a party manner to the request of its former disciple, his inquiry would have been satisfied without delay and his proper complaint about red tape would not have arisen.

At one time, Major A. Belousov was seriously reproached. In the subunit where he serves, many letters turned out to be unread and simply forgotten.

At times it also happens that an unquestionably valuable suggestion which is directed toward the improvement of combat readiness or the training and educational processes does not find proper support in the bureaucratic treadmill. Some responsible comrades start a useful letter on "making the rounds." The matter often ends where no decision is taken on it and it settles in the files of the headquarters or political section.

Some commanders and political officers seldom practice the conduct of talks and question and answer soirees on service, living conditions, and other questions with subordinates; hence--poor knowledge of the requirements and needs of people. It is namely this which, to no small degree, explains the appearance of letters concerning the late supplying of the servicemen with authorized types of provisions and red tape in sending out various types of certificates and references.

Legal propaganda and explaining the requirements of the military regulations on the procedure for considering letters, applications, and complaints to the personnel are not conducted actively everywhere. Shallow knowledge of a number of provisions leads to where individual comrades turn with various inquiries to the central organs rather than to their immediate superiors as prescribed although their requests could be completely and positively considered in the subunit.

Attention to letters.... This question is always important. The political directorate, commanders, political organs, staffs, party organizations, and organs of popular control of the GSFG are posing for themselves the task of persistently improving work with letters henceforth and asserting a truly Leninist, party style in this matter.

6367  
CSO: 1801

## PHYSICAL TRAINING IN MEDICAL SERVICE BATTALION CRITICIZED

Moscow KRASNAYA ZVEZDA in Russian 21 Apr 77 p 2

[ Article by Maj B. Karpov: "Nonconformance"]

[Text] There is an excellent sports base in this forest garrison. There are a soccer field, cinder track, areas for the broad jump and high jump, courts for games, an obstacle course, and various apparatuses for lessons in gymnastics and strength exercises. The pride of the men is the gymnasium which could compete with similar structures of many big cities. In short, take up sports for your health, increase your physical hardening, accomplish the norms for a rating. Everything for this is present.

On the day when I became acquainted with the sports life of the garrison, time had been allotted in the gymnasium for physical training lessons for the personnel of a training medical service battalion commanded by Lieutenant Colonel M. Vasil'kiv. According to the schedule, the officers and warrant officers [praporshchik] were to work out the exercises on the gymnastic apparatus; however, they preferred volleyball. However, what occurred on the court can in no way be called a sports game: the teams were not at full strength, the players were dressed every which way, and no rules were observed. And what about the leader of the lessons? The whole point is that the leader was not in the gymnasium.

When the cadets began the lessons under the command of the deputy platoon commanders, the picture turned out to be just as unattractive. Warm-up lasted for only two or three minutes, at the volleyball net they "called time" on a team from one of the subunits, and where exercises were being learned on the gymnastic equipment some of the cadets demonstrated open helplessness....

Just one lesson, but even it was sufficient to draw the conclusion concerning serious shortcomings in the organization of physical training in the battalion. And there is nothing surprising in the fact that mass sports work is in a neglected state here. For example, the attempt to learn how many drills and competitions were conducted since the beginning of the training year proved to be in vain. No record of sports measures was maintained in the subunits and in the battalion as a whole. In the winter training period not one

rated sportsman was developed here and not one who was considered to be a promising athlete prior to service in the army confirmed his sports classification or actively joined in the competitions.

How can such a nonconformance between the splendid condition for engaging in sports which the battalion personnel have and the extremely poor results in sports work be explained?

Among the chief reasons, I would mention first of all serious omissions in the organization of socialist competition in sports. The matter here directly reached a state of curiosity. For example, many future medical instructors recorded in their obligations that they would undertake the accomplishment of the norm for third-class VSK [military sports complex]. I stress--third class which simply does not exist. One of the cadets explained that, he says, the obligations were written down by him as dictated by the sergeant. In general, this could actually have occurred in fact: many officers and sergeants were greatly surprised when they learned that actually there is no third class. But let us assume that an error crept in: that they entered third class instead of second. What does this change? It makes no difference. There were no competitions anyway and the record journals contain no data which could tell about work on the VSK norms.

However, in the log of one platoon the corresponding columns proved to be accurately filled out with figures. Praiseworthy accuracy. In order to learn how the results improved from lesson to lesson, I asked Cadet A. Vorivonchik to tell me the time which he demonstrated in the winter in the 10-kilometer ski race. His answer was discouraging: it turns out that he didn't participate in one competition. Nor did Cadet V. Savel'yev go out to the starting line. Then where did the entries come from? We could not get a clear answer from the platoon commander, Lieutenant S. Savitskiy, either.

Unquestionably, many cadets are unable to completely accomplish the VSK norms only during their stay in the training subunit. But it is clear to all of them that they must strive for this. But here the deputy company commander for political affairs, Senior Lieutenant V. Kiverchuk, considers that if it is difficult there is no need to try.

A strange position. Of all people, the officer should know that the VSK norms are mastered by the men not to place a "mark" in a report but to constantly increase their physical hardening. As regards the final result, yesterday's cadet will have the opportunity to continue drilling and, in the end, to accomplish all the norms and requirements completely. However, with this cool attitude toward sports which is observed in this battalion, they frequently forget to send out inquiries concerning the partial mastery of VSK norms.

The reasons for forgetfulness are explained by the underestimation of the significance of physical training. This is also indicated by the individual obligations of the officers and warrant officers for sports--many of them, simply speaking, did not assume any. Therefore, it is natural that plans for

the conduct of ski competitions, forced marches, olympiads, seminars of sports organizers, and so forth just remained on paper. In the subunit, they wanted to revive interest in the militarized cross-country run and again create a volleyball section but they had no time for this, either. But you see, for a long period the medics held first place in these disciplines.

The attitude toward physical culture in the battalion, it is believed, is indicated better than any words by the fact that here no one has been responsible for sports work for a long time. The chief of staff, Senior Lieutenant V. Volkov, asserts that the duties of the unofficial chief of physical training are being accomplished by Warrant Officer N. Akimov and the secretary of the Komsomol committee, Warrant Officer D. Zukulis, has no doubt that this is no one other than Sergeant N. Rubin. In short, Ivan is putting the blame on Petr....

The unit commander, his deputy for political affairs, the party bureau and, finally, the sports committee do a poor job of checking the organization of physical training and the status of mass sports work. And the sports committee should have looked into the state of affairs long ago and rendered the necessary assistance to all subunits where the physical training situation is clearly in trouble.

Why did the wrestlers and boxers take last places in the district's winter olympiad? Why are mass sports competitions rarely conducted in the garrison, why are sports holidays rare? Many more similar "why's" are awaiting an immediate answer. It is believed that the sports committee of the Baltic Military District will also become interested in this.

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## SHORTCOMINGS NOTED IN SERVICEMEN'S LIVING CONDITIONS

Moscow KRASNAYA ZVEZDA in Russian 21 Apr 77 p 2

[Article by Engr-Lt Gen A. Fedorov, Chief of the Billeting and Maintenance Directorate, Ministry of Defense USSR: "The Warmth of the Soldier's Home"]

[Text] As has been reported, an Army-wide conference on improving living conditions of the troops will take place in Moscow at the end of this year. This is one more example of the concern of the Communist Party and the Soviet government for the men of the army and navy. Today, KRASNAYA ZVEZDA begins publication of materials devoted to preparations for this important event in the life of the Armed Forces. The editors invite commanders, political officers, specialists of the rear services and billeting and maintenance service, and all readers of the newspaper to take part in the discussion of how preparations for the conference are proceeding and what is being done in the units and on the ships to further improve the living and rest conditions for the men.

In recent years, the available housing of the garrisons in the districts and fleets has grown quantitatively and qualitatively. Coffee shops, tea shops, domestic services combines, gymnasiums, swimming pools, and modern residential buildings as well as other structures have appeared on the military posts. Together with the construction of new buildings, the qualitative condition of structures erected earlier is improved each year. In many garrisons, the provision of residences with water pipes, sewers, and central heating is more than 90 percent.

When visiting the Guards Tamenites the Minister of Defense of the USSR, Marshal of the Soviet Union D. F. Ustinov, assigned the task for the further organization of public services and amenities of the posts.

We are required to use everything created by the hands of the Soviet people skillfully in the interests of the troops' combat readiness and to maintain and operate it economically and wisely.

I should like to stress that there are no minutia in the matter of caring for the people's property. Even insignificant deviations and violations should cause alarm. The serviceman does not and cannot have the right to go past a broken chair, a broken window, or an electric lamp which is burning in the daytime with indifference. In instilling a thrifty attitude toward the barracks property, it is also important to utilize such an effective means as socialist competition. The units of the Carpathian, Belorussian, and other military districts have good experience in organizing a competition for the best company area, barracks, or mess.

Success in the work on improving living conditions depends to a great extent on the coordinated work and close contact of commanders and political organs of units with the billeting and maintenance organs. In many garrisons, such contact has been established. Daily, under the direction of unit commanders and with the participation of specialists from the KECh [billetting and maintenance unit], the buildings are inspected in detail and their repair is planned.

Trained people who have a profound realization of their responsibility for the entrusted matter are placed at the head of repair teams. As an example, we can cite the post where repair is directed by Guards Lieutenant Colonel Yu. Tsoy. Here, everything is done conscientiously, with high quality, and efficiently. And as a result, the work is completed ahead of schedule with good quality. The majority of the unit commanders correctly understand the dependence of an increase in the combat readiness of the subunits on the improvement of the public services and amenities of the personnel and they are adopting every measure so that good conditions are created in the barracks for the life and combat training of the men.

It is known that clearness and continuity in the operation of equipment, public structures, and engineering networks depend on the presence and state of training of maintenance personnel. Therefore, a subject of special concern of unit commanders and the KECh should be the selection, training, and correct assignment of personnel.

Maintenance subunits have been created in remote garrisons in recent years. Much is being done by the personnel of the KECh in the training of specialists from among the active duty servicemen in the Transbaykal, Far Eastern, and Kiev Military Districts. At the same time, important work is being conducted in strengthening the personnel by increasing the pay and provision of public services and amenities for the specialists.

An important direction in improving the work is the wide introduction of automation and production control in the billeting and maintenance service which permits improving the reliability and continuity of operation of engineering equipment and reducing operating costs by more than 50 percent. A further improvement in the maintenance and repair of available housing and barracks is unthinkable without the presence of repair bases and shops well equipped with machine-tool, mechanical, machinist, and other equipment.

Therefore unit commanders and billeting and maintenance organs proceed correctly when they use up to 10 percent of the funds allocated annually for repair work for the construction of shops.

The role of the accident-prevention service is great in ensuring the operating reliability of equipment of the post utility structures. This task was accomplished best of all in the Far Eastern Military District where emergency restoration teams have been established using the authorized strength of the workers and employees with a number of KECh's. Each team consisting of 16 men and equipped with the required mechanisms accomplishes important work in the repair and restoration of complex utility equipment. The experience of the Far Easterners deserves attention and wide propagation.

However, we cannot close our eyes to serious shortcomings in this matter. Thus, on the posts in which Lieutenant Colonels D. Stasyuk and I. Chizhkov are responsible for the condition of the housing, the buildings are in poor condition and maintained in an unsatisfactory manner. Due to defects in the roofing and the blind areas the socles and ceilings of buildings are going to ruin. And you see, in a year it is necessary to expend many times more resources to restore the socles and ceilings than the cost of repair work which is done in time.

In creating normal conditions for the living and training of the personnel, some commanders forget about the living conditions of the servicemen's families and do not respond to the needs and requests of the house management or give them the proper assistance. The struggle against the parasitical attitudes of those residents who have a negligent attitude toward the upkeep of the apartments, doorways, and landings and do not desire to participate in the competition for the exemplary maintenance of the residence or high living style is still being conducted weakly.

The editors of KRASNAYA ZVEZDA acquainted me with letters which arrived from servicemen and members of their families from the Odessa Military District. The letters correctly note that the personnel of several KECh's do not display proper concern for the maintenance of available housing, do a poor job of preparing the houses for the heating season, and allow red tape in resolving the valid complaints of the residents. Such mismanagement is typical, as was learned, first of all of the KECh's led by Engineer-Lieutenant Colonel V. Seletskiy and Engineer-Majors A. Dmitriyenko and V. Kopeykin.

There are serious shortcomings in the maintenance and equipping of a number of dormitories in the Baku PVO [air defense] District, in the Transbaykal and Transcaucasus Military Districts, and in the Northern Fleet. Obviously, individual leaders forget that the attitude of the officers and warrant officers [praporshchik] and their ability to rest well and prepare themselves for lessons depend to a great extent on the living conditions in the dormitories.

It happens that unit commanders and personnel of the KECH's do not display sufficient demandingness in accepting objects for operation, forgetting at times that construction defects serve as the reason for premature failure of structural elements and equipment of buildings in the course of operation.

We have not yet gotten rid of shortcomings in the planning and expenditure of material and monetary resources allocated for maintenance and major overhaul. Here, scattering over numerous objects is committed. There are frequent cases where resources are expended not for designated purposes but for such things as an excess in finishing offices and the purchase of expensive furniture. During 1975-1976, such violations which were disclosed in the Volga, Central Asian, Transbaykal, and other military districts comprised a considerable sum.

We cannot consider as normal a situation where the striving of the men to have an efficient attitude toward property does not find reflection in specific socialist obligations and where, in the subunits, they know little about the experience of those who maintain the buildings better than the others, save electrical and thermal energy, water, and fuel, and have a thrifty attitude toward the property of the barracks and the mess.

It is very important constantly to increase the responsibility of unit commanders and personnel of the billeting and maintenance organs for the correct maintenance of the available housing, to make strict demands of the negligent, and to reward the worthy.

In accordance with the tasks which follow from the decisions of the 25th Congress of the CPSU, the October (1976) plenum of the Central Committee CPSU, and the provisions and conclusions set forth in the speech of Leonid Il'ich Brezhnev at the 16th Congress of Trade Unions USSR, the personnel of the billeting and maintenance organs are continuing to improve work in all directions. It is also necessary to increase the productivity of labor, the quality of construction and repair work, and their industrialization in the future. Also, to employ more widely progressive structural materials, equipment, and articles and to economize in material, financial, and labor resources. There should be bolder introduction of means of mechanization, automation, and production control in public utilities.

The task of all billeting and maintenance organs of the Ministry of Defense USSR is to join actively in measures connected with preparations for the Army-wide conference on improving the troops' living conditions and to initiate more widely competition in honor of the 60th anniversary of the Great October. And thereby, they will make their worthy contribution to the further improvement in the living conditions of the troops.

6367  
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## INSURING GOOD PREFLIGHT AIRCRAFT INSPECTION, STRONG DISCIPLINE

Moscow KRASNAYA ZVEZDA in Russian 24 Apr 77 p 2

[Article by Lt Col-Engr A. Frolov, deputy regimental commander for aviation engineering service: "Plus Accountability — Toward Flight Safety"]

[Text] When a pilot reaches the ground after a flight he usually reports: "Mission accomplished. No comments concerning the work of the equipment." There is no question that troublefree operation of the power plant, on-board systems, and equipment is a result of the collective labor of many specialists, just as the successful actions in the air are. It is no exaggeration to say that a good flight result is always an unspoken evaluation of the labor of the specialists of the aviation engineering service too.

But sometimes cases such as the following occur. During preliminary preparations the aircraft technician Lt Tech Serv G. Ivanov noticed that the engine lubrication system had not been filled up to the norm. More lubricant was added. But the technician entrusted the job of monitoring the gauge readings to a junior specialist who did this generally simple operation inaccurately. The experienced technician could have sensed that something was wrong immediately, judging by the amount of lubricant added. But that did not happen. The problem (to be more exact, the potential cause of an accident) was detected only during preflight preparation, during engine testing. It turned out that a broken seal on a shut-off valve allowed oil to flow back from the oil tank into the lower reduction gear. After the additional supply the lubricant system overflowed.

Let me repeat, a highly qualified technician could have noticed such a defect in time. But I related this case to confirm once more that every aviation specialist must have a sense of accountability for the assigned work.

Modern aviation complexes are intricate, with many varied pieces of equipment. Without a solid knowledge of this equipment and a profound understanding of the processes taking place in it the equipment cannot be used intelligently. Therefore, each specialist must become a master of his

work. This is a pressing demand of life itself. And it is important for the know-how of the best to quickly become the property of all the men. In this the inspirational example of superiors and comradely mutual assistants in military training have a very large part to play.

I remember how Lt Tech Serv A. Kuril'chik began his service in the regiment. He was a curious and diligent officer with solid theoretical training. But at first he did not have adequate experience and practical skills in working with equipment that was new to him. Capt Tech Serv A. Bazeykin, a master of combat qualifications and flight technician, worked a great deal with the new officer. Together they outlined concrete obligations in socialist competition. As they worked the flight technician would tactfully correct his subordinate's mistakes, analyze his actions, explain missions intelligibly, teach him the correct way to perform particular operations and encourage his initiative. And things did improve markedly for Lt A. Kuril'chik. Other new aviation specialists have also received excellent professional training from experienced technicians.

The broad scope of socialist competition to celebrate the 60th Anniversary of Great October in a worthy fashion inspired the men to labor heroically and achieve new marks in combat improvement. "It is entirely natural," General Secretary of the CPSU Central Committee Comrade L. I. Breznev said at the 16th Congress of USSR Trade Unions, "that socialist competition is taking on qualitatively new features and characteristics in the current phase. Competition today is inseparable from the scientific-technical revolution. It is increasingly concentrated on problems of efficiency and quality."

Considering this, we are concentrating our efforts on bolstering the educational role of competition. We try to see that it is truly influential throughout the process of teaching aviation specialists military skills and that it helps instill high moral-political and personality characteristics in every airman. Needless to say, this is multifaceted work. What is our primary emphasis in it? Above all we stress individual work with the men. We try to see that the specialist's high technical rating is bolstered by an active life posture, flawless discipline, and a sense of personal responsibility for the success of every flight.

We once had the following incident. After landing the aircraft's braking parachute did not open. The experienced pilot was able to cut his speed in time and there was no accident. But there could have been a very serious one. Many people at the airfield shook their heads in surprise that day: Sr Lt Tech Serv V. Shkurinskiy, a master of combat qualifications, had somehow forgotten to check whether the braking parachute was unlocked.

The officer had to answer for his carelessness. A strict discussion with him as a communist was held at a party meeting. It seemed that Comrade Shkurinskiy had received a persuasive lesson and was drawing correct

conclusions from it. But after a time there was more trouble with an aircraft assigned to him.

When the search for causes began the technician stated that he was not at fault in this case, that everything had been in order when he checked the aircraft. At this the squadron engineer decided to resort to objective proof. He had ordered the central fastening bolt of an undercarriage leg flap removed. So what? The flap shifted from the slightest touch. If the technician had followed all the rules in his inspection it would have been impossible to miss such an obvious defect.

So there are two examples. Lieutenant Ivanov, who was discussed at the start of the article, did not have enough knowledge and skill, even though he tried as hard as he could to handle his duties. Senior Lieutenant Skhurinskiy was betrayed by irresponsibility. It is clear that different educational measures, a differential approach to the training and education of the young specialists was needed.

Major Technical Service Sapiro, deputy squadron commander for aviation engineering service, structures educational work with his subordinates in a convincing way. An experienced pedagog, he skillfully combines solicitude for the men's training with unwavering regulation standards. If a specialist has shown diligence in his work Officer Sapiro will notice it immediately, and if someone has made a mistake out of inexperience he will correct it tactfully. But if the cause of the mistake was carelessness he will respond with full strictness.

As an example, let us look at how technical inspections of fighter bombers are conducted in this subunit. Each such activity has essentially become a training school for all personnel. The specialists immediately record in their training journals every remark made by Officer Sapiro, who inspects the aircraft carefully; then they will be able to eliminate shortcomings in work quickly. As the work proceeds the engineer questions airmen about the physical nature of the particular phenomena and checks their knowledge of the documents and rules relative to all types of aircraft preparation for flying. At first glance it may seem that inspection of an airplane is nothing but checking on its condition. But over long years of service Major Sapiro has formed another opinion: it is also a test of the men's knowledge, that is, an effective form of training. Moreover, it is a graphic form, right on the equipment. On one occasion, after familiarizing himself with the technical documents, the engineer established which jobs had been done on the plane and ordered certain hatches opened. It was not without reason. Inspecting the ignition blocks of the combustion chamber the officer found that the metal had fused on the igniter screen. He gave an intelligent and intelligible explanation of the causes of this trouble immediately and told how to replace the igniter.

Upon completion of a flight shift, squadron commander Lt Col P. Slyusarevskiy and Maj Tech Serv B. Sapiro, his deputy for aviation

engineering service, usually analyze the actions of the airmen together and briefly summarize the results of socialist competition for the flying day. Practical contact during work helps them find qualified answers to questions of training and educating their subordinates.

Experience shows that success in air missions and flight safety are the result of the flawless professional training of airmen, strict observance of the laws and rules of flying, and awareness of personal accountability for the assigned task. This demands purposeful organizational work by the commander and party and Komsomol organizations, who are expected to take pains to instill lofty moral-political and fighting qualities in personnel.

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## IMPORTANCE OF COMMANDER'S HONESTY, HIGH STANDARDS FOR WINNING RESPECT

Moscow KRASNAYA ZVEZDA in Russian 24 Apr 77 p 2

[Article by Col A. Kulakov and Col I. Maksimov: "In Their Hearts and Minds"]

[Text] What a thing to happen! A flagrant violation of discipline on the eve of summing up. And who should commit it but Capt M. Mineyev who the commander had valued so highly, always held up as an example, and encouraged. Now the offense would be a heavy weight on the scales and would, of course, influence the unit's overall evaluation. But everything had been going well, smoothly. Just the day before he had reported to the commander of the superior unit that the state of discipline was good. Now there would have to be another phone call...

Vladimir Mihaylovich looked gloomily at the black lacquered telephone as if it were the one mainly to blame for his troubles. "What if I don't report it?" The saving thought flashed through his mind. At first it seemed unnatural, chilled his soul, and frightened him. But the more the lieutenant colonel reflected, the louder the internal voice of protest rang out. After all, how fair was it for one individual's misdeed to cancel the results of the labor of an entire collective?

Although it was weak, it was a consolation. He called in Mineyev, gave him a good dressing-down without mincing words, and left it at that. It seemed that everything went well, and at the summing up Vladimir Mikhaylovich's name occurred only in a positive light. And in the unit, naturally, no one reminded him of the incident with Mineyev. The only thing was that the commander began to observe something in himself. When he would be arguing for justice and principles at a meeting this unfortunate incident would come back to him and a lump would begin to form in his throat.

Then came the party meeting and sharp, agitated talks by communists: why had Mineyev been let off with a "slight scare," and by what right was his portrait still included among those in front of unit headquarters? The chief of the political agency of the superior unit was, as it

happened, in attendance at the meeting, Vladimir Mikhaylovich was held fully responsible. He went through a great deal then and rethought things from the beginning. That incident was marked in his memory for life! That is why we are not going to give his last name.

The work of a commander. What lofty epithets it is given: unselfish, noble, responsible. And it deserves it! The commander solves dozens of different questions, large and small, every day. In each case he must consider many things, weigh them, and in every situation choose the optimal variation of actions, the one which achieves the best results with minimum expenditures of effort, time, and materiel. This is the order of the day, a requirement for scientific organization of labor. But that is not all. The commander is not just an organizer, he is also a teacher and as such he cares about the attitude with which his subordinates perform their assigned duty, what they are learning, how they are growing spiritually, and what response inside them his words to them have. In the Accountability Report of the CPSU Central Committee to the 25th Party Congress Comrade L. I. Brezhnev emphasized that in any sector the leader must be able to consider sociopolitical and educational aspects as well. These words are a vital guide to action for military people too.

We met Officer N. Borovkov in one of the garrisons. His senior officer said the following about him: he knows how to work with the men and tries to see that they carry out his orders and instructions with interest and enthusiasm.

Nikolay Georgiyevich is short, thin, and active like a young man. His blue eyes shine with friendliness.

A major, a staff officer, entered the office. After listening to him, Borovkov glanced over the entries on his calendar: "On Friday we are seeing Officer Gorelkin off for the reserve. Is everything ready?"

He and the major discussed the ceremonial departure procedure for a few minutes so carefully that we could not help but wonder whether Nikolay Georgiyevich was too concerned with small things, whether it was his place to go into all these points? Perhaps he sensed the train of our thought. When the major left Borovkov remarked:

"Gorlekin is an officer of amazing diligence. He is in charge of our workshop. But the jobs he does sometimes are difficult enough for an industrial plant. Not long ago a combat vehicle had to be repaired. The specialists doubted whether our repair workers could handle it. But Gorlekin said they could. What do you think? They did, and the vehicle went back to work.

"Judge for yourself. Doesn't such an officer deserve the highest honors? During his service and on his day of departure. Moreover, this will be more educational for the men than the most eloquent words."

The telephone rang and Captain Borovokov took the receiver. He listened to the person on the other end for a minute or two and then said, "That means you're almost done, does it? I am happy for you. I'll inspect the classroom today..."

Hanging up the phone, Nikolay Georgiyevich rose abruptly from his desk and, pacing back and forth in his office, began to speak enthusiastically of the classroom with the latest training aids.

"We all knew that we needed such a classroom," he continued. "But who was there to give the job to? We needed someone who was knowledgeable and enthusiastic at the same time. The choice fell on Senior Lieutenant Krysanov."

After this events developed as follows. Borovkov invited Krysanov in. Where did the conversation begin, with presentation of the mission? No, it did not. He set forth the plan for building the classroom in general terms. He noticed that the lights went on in the senior lieutenant's eyes; he thought it sounded interesting. But just as fast they went out again. It was unrealistic, the senior lieutenant explained, where could all the materials be gotten, especially scarce ones. Borovkov assured him that they would help. After that they began discussing the details together. Krysanov was involved and suggested his own technical concepts. It was apparent that he was truly enthused about the idea and that difficulties would not stop him. Then came the time to give him the assignment...

While listening to Borovkov we reflected on the fact that in this case he was interested not only in the final result but also in the attitude of the person taking up the work, the extent to which his creative potential would show itself. In other words, a leader needs more than just someone to carry out his will, he needs a person to share the idea with, a person who is involved and thinks creatively.

In his book "Soldier's Duty," Mar SU K. Rokossovskiy wrote: "It is always our dream to present ourselves in such a way that the men perform orders with selfless devotion." Present-day commanders, who have not known war, learn the art of leading men from famous military leaders. Working together with political agencies and party and Komsomol organizations they strive to maintain a good, inspired attitude among subordinates and try to instill the lucid, triumphant joy of labor into everyday affairs.

Unfortunately, both the successes and failures in a commander's working style are sometimes evaluated only by visible results: percentage of fulfillment of the training plan or number of outstanding soldiers, rated specialists, and rated athletes. These are certainly important indices which tell a great deal. But how are the successes achieved, what are the moral-political and educational consequences of the leader's activity, and what does his personal example teach the men.

These are equally important. But are these aspects really analyzed when summing up and holding work meetings?

We have put such questions to many officers in the unit and the answer has not always been yes. Why not? Is it a matter of forgetfulness or underrating this aspect of the commander's work? Or possibly it is the fact that this is hard to see, to feel, to express in numbers and percentages. But it is extraordinarily important, for what we are talking about is seeing that the course of training, and of all military service, instills lofty moral-political qualities, a feeling of duty to our country, and an awareness of spiritual merging with the combat collective in our Soviet fighting men.

The commander's plan, his instructions, and his every action, word, and step carry an educational charge of great force. But do all those who have been given the lofty right to command and lead the men reflect on this? Sometimes things such as this happen: an officer promises a soldier a short leave for distinction in service, but then forgets his words. Or he gives a soldier a job without allocating the proper tools and materials, advising him to "show initiative and resourcefulness." Such a commander does not even guess that his actions are fraught with serious, even though unseen, repercussions in the moral education of a subordinate which may be difficult to make up.

A leader with good party qualities is always strict and demanding of himself and his own style of work. He is able to look at himself from outside, so to speak, mentally put himself in the place of his subordinates and judge what effect his words and decisions would have on their consciousness. If he determines that he has made a mistake, he corrects it immediately.

Officer R. Markaryan is known as a superior organizer and teacher in the N unit. His strength is his ability to rely on communists, Komsomol members and the collective. He always listens to the opinions of his closest assistants and the activists. And this is not for form's sake; he adopts everything valuable and, if necessary, corrects decisions made earlier.

One morning R. Markaryan received a phone call from headquarters. He was told to submit a name to be included in an order praising the best drivers. There was no one to consult with because everyone was at training periods. In the commander's opinion Pvt V. Dolgov was most deserving, so Markaryan called headquarters and gave them his name.

Before the afternoon meal the sergeants returned from training and, assembling them in a classroom, the commander gave out assignments for the next day and informed them of his decision to reward Dolgov. "I hope I was correct?" he said, glancing over the faces of the NCO's. Silence hung over the room, but not for long. One sergeant rose, and another after him. The essence of their opinion was that Dolgov was

a good driver, but there was one better, Pyt M, Kaybushev. Kaybushev was a modest man who liked to stay in the shadows, but he knew the machinery like the palm of his hand and was outstanding in work. He was a fine comrade too, generously sharing his know-how with younger soldiers.

Rafik Vaginakovich experienced complex, contradictory feelings. On the one hand he felt hurt, for he had made a mistake. He could call headquarters and apologize now, but possibly the order there would already be prepared for the commander's signature. What would they think of him, Markaryan? But on the other hand, it is best to correct mistakes in time. Let the most deserving driver be rewarded!

Officer Markaryan mixes the objectives of educating the men and bolstering the healthy moral atmosphere in the collective into every practical step! No doubt that is why his men work with special enthusiasm and the subunit is leading competition for a worthy celebration of the 60th anniversary of October.

The commander is sometimes compared figuratively with a generator to which the entire collective is tuned. The more profound and subtle his mastery of the art of education and the fuller his consideration of the moral consequences of his decisions, the clearer and more visible his mark will be in the hearts and minds of his men.

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## COMPREHENSIVE APPROACH REQUIRED IN CURRENT AGITATION WORK

Moscow KRASNAYA ZVEZDA in Russian 27 Apr 77 pp 2-3

[Article by Maj Gen Smorigo, deputy chief of the Directorate of Propaganda and Agitation of the Main Political Directorate of the Soviet Army and Navy: "Make Oral Agitation Highly Effective — the Comprehensive Approach to Ideological Education Work"]

[Text] The dynamic present-day development of Soviet society is occurring under the growing influence of the ideas of the 25th CPSU Congress. The congress confirmed with new force that enormous place occupied in all activity of the Leninist party by problems of ideological education of Soviet people and shaping the new man. General Secretary of the CPSU Central Committee Comrade L. I. Brezhnev gave a thorough substantiation of this major line of development. By following it a further increase in the effectiveness of ideological work can be insured. This involves the comprehensive approach to formulating the entire work of education, that is, insuring close harmony among ideological-political, labor, and moral education with due regard for the specific characteristics of different groups of working people.

In the time which has passed since the 25th party congress the CPSU Central Committee has passed a number of important decisions on various aspects of ideological activity. The CPSU Central Committee decree entitled "Raising the Role of Oral Political Agitation in Fulfillment of the decisions of the 25th CPSU Congress" is a new sign of party attention to comprehensive ideological influence on the masses of people.

A further increase in the role of oral political agitation is dictated by the objective of the comprehensive approach to formulating the overall cause of communist education and the necessity of extensively using the vast arsenal of means of ideological influence to shape the new man. At the same time, oral agitation itself contains rich possibilities for the comprehensive approach and for insuring the organic unity of all the basic directions and facets of education.

V. I. Lenin, assigning enormous importance to political agitation, pointed out that "nothing else can replace this work, not now and not at any other time."

Oral political agitation is a powerful means to educating Soviet fighting men, uniting them around the party and its Leninist Central Committee, and mobilizing them to accomplish the missions facing the Armed Forces. Suffice it to recall the terrible years of the Great Patriotic War, when the passionate party word was a crucial weapon in the hands of commanders and political workers who were arousing personnel to battle the hated enemy.

The indisputable advantages of oral agitation show themselves especially clearly these days, when army and navy personnel are preparing to celebrate the 60th anniversary of Great October in a worthy fashion.

Experience and progressive know-how demonstrate that oral agitation, based on live communication with the servicemen, makes it possible to use concrete, clear facts and examples which are close to the servicemen and understood by them to show the successes of the Soviet people in building communism, explain the domestic and foreign policy of the CPSU, and most effectively influence the development of activism by personnel in accomplishing the missions of combat and political training, stepping up socialist competition, bolstering military discipline, and raising combat readiness. Oral agitation offers an opportunity to respond operationally to important events in the country and in the world and to processes and phenomena taking place in the unit or on board ship. The strength of oral agitation lies in the fact that by using its forms and means one may carry on a frank conversation, in an atmosphere of direct, live communication with the men, concerning difficulties, unresolved problems, and shortcomings and ways to overcome them and create a hostile attitude toward any manifestations of poor discipline or amoral behavior. And perhaps the most important advantage of this means of communist education is that it offers broad opportunities to reach every individual with the word of the party.

The army and navy have recently accumulated some experience in the sphere of carrying out comprehensive oral agitation. What does this experience teach us?

First of all, the truly comprehensive approach to oral agitation, to all mass agitation work, is attained where it contains an optimal interrelationship of all sectors of education: ideological-political, labor, military, moral, and legal and a consideration of the special characteristics of the different categories of military servicemen.

After all, the very idea of the comprehensive approach originates from the need for harmonious development of the individual in a mature socialist society. And the foremost characteristic of all, in a certain

sense a synthesis of all the characteristics, is communist ideological loyalty which, as was pointed out the 25th party congress, is a fusion of knowledge, conviction, and practical action.

Commanders, political workers, and agitators in the army and navy, working with the fighting men, use oral agitation to instill in them the ideas of Marxism-Leninism, the decisions of the 25th CPSU Congress, and the statements and conclusions in the report by Comrade L. I. Brezhnev at the congress and his speeches at the October 1976 Plenum of the CPSU Congress in Tula, and at the 16th Congress of USSR Trade Unions. Oral agitators are working extensively to explain the meaning of the CPSU Central Committee decree entitled "The 60th Anniversary of the Great October Socialist Revolution."

All means, forms, and methods of oral political agitation are aimed at fixing in the consciousness of personnel the ideas of Soviet patriotism and proletarian internationalism, pride in our country and its successes in building communism, class vigilance, and implacable hostility to bourgeois and revisionist ideology. Oral political agitation makes a significant contribution in explaining to servicemen the evaluations and instructions given by the party and the CPSU Central Committee with respect to concrete problems of current international issues, showing the aggressive schemes of imperialism and the sources of military danger, and raising vigilance in and improving our Armed Forces.

Oral agitation today assigns a significant place to issues of moral education. One of the key tasks here is instilling in every Soviet fighting man an activist posture in life, a class approach to the evaluation of phenomena, and a conscious attitude toward performance of military duty where unity of word and deed become the everyday norm of behavior. Every party activist is expected to make efforts to see that servicemen develop in themselves such fine moral qualities as adherence to principle, socialist collectivism, military comradeship, implacable hostility to everything foreign in spirit and amoral, and a desire to keep sacred the honor and dignity of an armed defender of the Land of Soviets.

Experience shows convincingly that oral agitation also has extensive opportunities in such an important sphere as military education and instilling high moral-fighting qualities in personnel. Lenin's behests to Soviet fighting men, the meaning and significance of the military oath and regulations of the USSR Armed Forces and military discipline and vigilance, the combat history and glorious, heroic traditions of the army and navy and of the unit or ship, and the combat cooperation of the armies of the Warsaw Pact countries — these and other topics closely related to combat training can, in the hands of experienced agitators, be effective means which help instill the necessary military qualities in personnel and unify army and navy collectives.

It has been demonstrated in practice that the forms and means of mass agitation can do a great deal in the area of legal education of servicemen

and instilling socialist legal consciousness in them too. Every serviceman must be taught to strive to observe Soviet laws strictly and precisely carry out the requirements of the military oath and regulations and the orders and instructions of commanders (and seniors),

These lines of oral agitation are carried on in close unity and inter-dependence. They supplement one another and are aimed at comprehensive preparation of the Soviet fighting man for successful performance of his patriotic and international duty. USSR Minister of Defense Mar SU D. F. Ustinov, speaking of the comprehensive approach to organizing ideological work, stressed that "applicable to army and navy conditions this means a close tie between, unity in the processes of training and education. All educational work should be organically combined with combat training, bolstering military discipline, further raising combat readiness, and the performance of other missions." It is important that oral political agitation meet this requirement as much as possible, actively promote a correct attitude in fighting men toward military labor as labor of enormous social importance, and thus develop a desire to study military affairs and modern combat weapons and equipment persistently and conscientiously, to meet obligations and socialist competition, and to make a personal contribution to raising the combat readiness of the unit or ship.

The comprehensive approach assumes optimal, systemic, closely inter-related use of different forms and methods of oral political agitation.

Experienced ideological workers know very well that oral agitation is most effective when there is organic unity in its content, means, forms, and methods. If the forms and methods of mass agitation work do not arise from life itself, from concrete conditions and tasks being accomplished, but rather are accidental or contrived, no matter how "attractively" they may be named life will reject them. Success is insured not by the pursuit of originality for the sake of originality or seeking a large number of forms of agitation, but rather by a creative search for the most effective forms, those appropriate to the demands of the present day and the concrete circumstances, and skillfully combining them with forms which have taken shape earlier.

Many forms of mass agitation work have proven themselves and become widespread in the army and navy. Among them are political information sessions, individual and group discussions, public political meetings, general meetings of personnel, evening and morning topical meetings, oral journals, and question and answer evenings. Lenin, October, and other sociopolitical readings and lessons, meetings between fighting men and veterans of the party and the Civil and Great Patriotic wars, and other activities are effective means of education.

Let us take a traditional form such as the political information session. It is conducted on a planned basis, during work time, in any situation, right in the subunit, and usually by the commanders and political

workers of these subunits. The session offers great opportunities for giving personnel a clear, graphic picture of the most important events of domestic and international life, the successes of the Soviet people in fulfilling the Tenth Five-Year Plan, and the tasks facing personnel. The advantage of the political information session is that it permits operational information to personnel concerning the most pressing issues of the life of the subunit, unit, or ship.

As another example, take group and, especially, individual discussions. More than any other form they allow one to get close to each fighting man and take account of his wants, character traits, and level of training.

"Personal influence and speaking at meetings mean terribly much in politics. Without them there is no political activity," V. I. Lenin emphasized. In its decree on oral agitation the CPSU Central Committee points to the necessity for all-out development of the Leninist tradition of constant and obligatory participation by leaders in oral political agitation. In this connection, we should note the practice of having command and political workers present political reports at the Lenin and October readings now being conducted in the army and navy and at meetings of personnel.

No matter how useful and interesting the particular form of oral agitation may be, it will produce the greatest effect when it is used not in isolation from other forms but rather in an intelligent combination, together with other activities.

For example, take a question such as bolstering military discipline. This requires a whole system of ideological, organizational, administrative, and other measures. There must be a combination of persuasion and coercion and joint efforts by commanders, political agencies, staffs, and party and Komsomol organizations. At the same time, there must be a clear sequence and purposefulness in these activities and strict controls and checks on their performance in all elements. Active oral agitation has an important role in this unified, coordinated process. In other words, oral political agitation is highly effective when it is backed up by proper organizational measures and, so to speak, permeates the entire fabric of the training and education process and is carried on continuously, in every situation: in the field, at the tank grounds, at the range, on the air strip, at exercises, on the march, and in the barracks. And there is no need to prove that under field conditions agitation is the dominant means of ideological influence. Agitation makes it possible to engulf all spheres of military activity. And the broader the range of this influence, the more factors will have to be considered.

Specifically, the success of its influence depends in large part on the agitator's knowledge of the object of his ideological efforts. A great deal depends on the ability to reach every fighting man, always see those who need attention most, and employ the individual approach skillfully.

We lose a great deal if we do not take account of the level of information reaching servicemen through the press, television, and radio. This would seem to be a simple matter, but it is often forgotten. Something else is important here too: mass agitation work must make more active use of the information which servicemen draw from the mass information media. For example, a correct procedure is to organize discussion of television broadcasts watched by personnel such as "Time" and "I serve the Soviet Union," of radio broadcasts and of articles which have been read. Discussion of film festivals and other performances are also useful. All of these things develop independent thinking in the servicemen and help instill high moral-political characteristics.

Nonetheless, there are cases where, as an example, many very different mass agitation activities are carried on in a regiment but they are by no means equally effective. Some leave a long-lasting mark in the life of the military collective, while others do not really "touch" anyone and serve for nothing more than "report" purposes in plans. All this shows once again that the results of oral political agitation are decisively determined by skillful organization, high quality, and the skill of agitators in introducing party ideas to the rank and file and convincing people.

If oral agitation is to be an effective influence on the feelings of servicemen and inspire them to work toward the goals in front of them, it must be managed by competent, respected, concerned people.

The guiding and organizing role of political agencies and party organizations is exceptionally great here. They are expected to keep constant watch on the theoretical and methodological training of the broad agitation aktiv, above all those who present reports and political information sessions, and the enormous detachment of agitators. This means systematic and practical instruction for them, operational orientation with respect to timely issues of political agitation, provision of necessary reference information and methodological recommendations, and improving the training of oral agitators through the party education network, in regular schools for agitators, seminars and meetings, and self-education. Cultural-educational institutions in the army and navy, regular lecturers and propagandists, professors and teachers at the military schools, and our military press can do a great deal in this respect.

Thus, the comprehensive approach demands that oral political agitation combine the efforts of all its elements, all agitation subunits, all the fighters of the ideological front. Success in implementing this approach also depends on how fully and thoroughly commanders, political workers, and party and Komsomol organizations know the ideological situation and public opinion in each military collective, how skillfully they analyze the effectiveness of the forms and means of education used, and how they adapt and refine the content, forms, and methods of mass agitation work correctly and operationally on this basis.

Actively introducing the comprehensive approach, showing paramount concern for the quality of mass agitation work and the personal example of agitators, army and navy commanders, political agencies, and party organizations are striving for a further improvement in the effectiveness of oral political agitation and its influence in successfully accomplishing the missions of combat and political training and raising combat readiness.

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IMPROVED TRAINING PROCEDURES PUT TANK COMPANY IN RANKS OF OUTSTANDING

Moscow KRASNAYA ZVEZDA in Russian 28 Apr 77 p 1

[Article by Lt Col A. Pimenov, Northern Group of Forces: "Reserve Strengths"]

[Text] Battalion commander Maj I. Chalyy looked over the target field once more, glanced at the tanks frozen in readiness at the starting line, and, as if summing up an inspection, said: "Excuse me, but I'm going on to the Second Company.

The battalion commander's decision was a surprise to me. The day before he himself had stressed that the main check period would take place where we were, at the proving ground where the tank soldiers would demonstrate the results of their period of training. The entire battalion score for fire training would depend in large part on how this came out. Then why did the commander suddenly decide to go to a less important sector?

"I am confident that the third company will perform the exercise outstandingly," Igor' Alekseyevich explained and laughed. "And it is not required that I be in attendance when it does."

"Confident..." To say that, of course, one must know one's subordinates very well and have tested them under the most difficult circumstances. After the battalion commander left I spent the entire training period looking for an answer: what was his conviction based on?

For the first firing run the following officers served as gunners: company commander Sr Lt A. Mesyatsev and platoon leaders Lts A. Petukhov and S. Afanas'yev. The ammunition was loaded and the teams got into the tanks. Each standard action was measured by stopwatch. The tank soldiers' actions were flawlessly precise and harmonious.

At a signal from the leader the tanks began moving onto the attack. The enemy's strong point, which had appeared to be an innocent grey hill, suddenly came alive and targets began to appear one after the other: tanks, recoilless guns, other antitank weapons. Cannon fire roared above the range, drowning out the sound of the engines, and machine guns beat

out a rhythm. The swift battle was over in a few minutes and the tanks returned to the starting line. The electronic panel recorded the results of the fire: Sr Lt A. Mesyatsev — outstanding, Lt A. Petukhov — outstanding, and Lt S. Afanas'yev — good,

Again and again the tanks went on to the attack. Crews changed and the target situation was varied, but the results remained the same: nothing but outstanding and good. Almost 80 percent of the marks were outstanding. Lt A. Petukhov, secretary of a company party organization, Pvt I. Fadeyev, secretary of the Komsomol organization, and Jr Sgt I. Novokorpusov demonstrated especially great skills. The senior officer who came to observe the fire announced right there, at the range, that Fadeyev and Novokorpusov would be given a short leave as a reward.

For the tank men of the company the winter months were a period of intensive labor and equally intensive searching. Searching for ways to improve combat skill. Having joined the socialist competition to celebrate the 60th anniversary of Great October in a worthy manner, the men decided to bring their subunit into the ranks of the outstanding. They finished the last training year with good scores, and now must find and implement additional reserves to raise their skills to a qualitatively new level.

Sr Lt A. Mesyatsev saw the chief reserve in the attitude of his subordinates and tried to see that every soldier and sergeant was permeated with a sense of responsibility for the obligations assumed and looked upon collective concerns as his own personal ones. The commander carried out his missions with the support of the communist and Komsomol activists. The men of the company made many useful suggestions!

From the very first training periods they directed efforts to using training time effectively. The commander considered this to be another important reserve for increasing the combat skills of the tank soldiers. Many things would change in the organization of training periods. For example, how were tank fire drills organized earlier? After arriving at the training ground, the company began to prepare the tanks and weapons for the training period. No matter how they worked it took 15-20 minutes. They now do it differently: one or two specialists are sent to the training ground earlier and when the company arrives everything is ready.

In the struggle to use every training minute productively they have not only "eliminated downtime" but also increased the intensity of the training periods themselves. The company commander began to devote greater attention to preparation of officers and sergeants for training periods, gave them detailed instructions, and organized exchanges of know-how. Constant comparisons were made concerning training methods used by various training leaders at the training sites. Competition inspired the training leaders to steadily improve their methodological knowledge and take a creative approach to the development of training plans.

The tank is a collective weapon. But on a psychological level some cannot get away from the idea that the crew's evaluation at the range is "made" by the gunner. This used to be the opinion in the third company. They thought that way and it was reflected in crew preparations for firing. Through the efforts of the commander and a careful analysis of every training period at the training ground the situation was changed. Much more attention began to be given to work with mechanic-drivers and loaders.

These refinements of the training process, which may not appear to be striking, made it possible to steadily raise the quality of training periods and insure comprehensive individual training and flawless teamwork in the crews and platoons. At battalion tactical exercises in February the company already performed all fire missions with outstanding results. In March it earned the same results in firing regulation shells. Between these two mileposts lay persistent drills and a great deal of collective labor.

That is why the battalion commander was so confident that the fire exercise would end with an outstanding score. Incidentally, it was not just firing. On that same day the third company was tested for technical training and its evaluation was outstanding. That night it performed a driving mission with the same results.

Confidence. It is good when the commander trusts those with whom he performs daily missions, those whom, in case of necessity, he will have to lead into battle.

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## YOUNG OFFICER BENEFITS FROM EXPERIENCE, KNOWLEDGE OF ELDERS

Moscow KRASNAYA ZVEZDA in Russian 28 Apr 77 p 2

[Article by Sr Lt Tech Serv V. Ben', military technician 1st class: "I Approach the Aircraft — Young Officers Talk About Themselves"]

[Text] After graduation from aviation technical school I selected the Far East as my place of service, asking for the regiment in which I had received cadet on-the-job training. I remembered what a friendly greeting we had there, how they acquainted us with the glorious traditions of the collective and helped us acquire solid practical skills. The first day of independent servicing of a combat vehicle was an exciting celebration of military labor for us. This was a great trust, to allow me alone to send a modern supersonic fighter plane into flight. The outstanding flying characteristics of the plane and new methods of servicing it literally won my heart.

I also liked the post, in particular the men of the regiment. For example, one can learn things from such masters of their work as Sr Lt Tech Serv I. Zherdetskiy or Maj Tech Serv V. Mikhaylov. One can learn high standards and diligence; they do not leave the airfield until they have done everything necessary. I will admit that I want very much to be like them.

From the very first day I tried to perform my full job in such a way as to receive no criticism from the flight technician or the deputy squadron commander in charge of the aviation engineering service. But as it happened, soon after I was appointed to my position there was a potential cause of a flight mishap and it was my fault. This is what happened. Inspecting an airplane before a regular flight I failed to look at the cylinder blocks of the brake system. They are located in a difficult place to see, under the undercarriage flaps. Time was pressing and I did not manage to do everything I was supposed to. But when the plane returned from the flight I immediately noticed that one of the nuts on the fixed drum of the main wheel was missing and the bolt had fallen out. It turned up inside the drum. This meant that the nut had loosened and come off from the vibrations at an earlier time, during the landing. No one

else knew of my mistake. But I reported it to the flight technician, Iyan Ymel'yanovich Zherdetskiy immediately assembled the specialists and cautioned them to strictly observe inspection rules.

That case was a bitter lesson for me. My carelessness was at fault and I was punished for it. Well, that was fair, I admitted it. "It was good of you to tell the truth," Major Mikhaylov said then to cheer me up. "In our work honesty is paramount. And now, let's you and I give some thought to the best way to distribute attention when inspecting and preparing the aircraft for flight."

Senior comrades shared their know-how with me generously. I myself began studying many facets of their work with the men and work on the equipment. Suppose, for example, the squadron engineer and flight technician are inspecting a plane. They seem to do it in the same way I do, strictly following standard rules. But what I cannot understand is this: they spend much less time than I do for the exact same operations. And the quality of their inspections is excellent.

Once I saw Major Mikhaylov just glance at the undercarriage and order that the plane be put on supports and one of the wheels taken off. The plane was put up on the supports and the problem was found and eliminated in time. But how had Mikhaylov guessed it? He knew by the position of the wheel relative to the plane; it is different when this unusual defect occurs. But the change is so slight that only an exceptionally experienced specialist, a true master of his work, can detect it.

Engineering intuition, foresight, and resourcefulness... These qualities are acquired in the daily work of servicing military aircraft. Of course, a specialist must also have thorough knowledge. I soon came to understand these simple truths with the help of my senior comrades. Communists Mikhaylov and Zherdetskiy tried to pass on to me everything that their many years of servicing aircraft had taught them. I tried to grasp their methods and borrow their rich experience.

Once we were towing an aircraft along the taxiway. I was sitting in the cockpit and applying the brake slightly so that the plane would not get away and run into the towing tractor. Suddenly I noticed a barely perceptible resistance to the plane's movement; it did not move smoothly as usual. I told the engineer. After he had listened to me carefully we set out to find the cause. Before flights began we were able to discover and eliminate a problem which had just arisen. It was enjoyable to be praised by an experienced specialist.

It is true, as they say, that a master gains fame through his students. Our senior comrades passed on their know-how and knowledge to us, the new officers, patiently, with concern. Today I myself must train and educate subordinates in the course of my work. This is an important matter, work with the men. After all, it is important for a man in the army not only to completely master his specialization and develop

a love for it, but also to mature spiritually during the tour of duty. He should adopt the activist posture in life and a conscious attitude toward military and social duty as standards of behavior.

Jr Sgt Boris Bushlanov was a member of our crew. As time passed he became a knowledgeable, rated specialist. But at first he was unhappy with the job of mechanic. I told him once that the plane needed to be cleaned, but later I saw him doing a slipshod job. I took a rag and got to work myself. I looked and saw that he was following my example, trying to keep with me. Later we had a talk. It turned out that Bushlanov was not used to dirty work. I patiently explained to him how important it is for the aircraft to be clean. A crack will not be seen under a layer of soot or grease. But it may be the cause of trouble in flight, perhaps even a disaster. This means that success in performing the combat training mission depends on all of us.

In talks with Bushlanov I explained that with his abilities he could learn to perform the duties of technician. If something happens the mechanic should be ready to take my place at any moment. I taught him, helped him, and checked him. I entrusted him with increasingly difficult operations. I could see that the junior sergeant liked it. Gradually, not all at once, Bushlanov came to really love his military specialization. Long before discharge into the reserve he had become my reliable assistant.

The mechanic in our crew now is Jr Sgt Mikhail Broslav. He started working hard and conscientiously on the first day. And we have more work than others, for we service a two-seat training plane. It makes more flights, so our workload is significantly greater. But we manage and always greet the pilot with the report: "The aircraft is ready to fly."

Our work is hard, I suppose; we service the planes in rain and snow, hot weather and cold, for long hours at an air field unprotected against the wind. But that is what combat training is for. When I recall the stories of veterans of the Great Patriotic War I say to myself that it was more difficult at air fields in the front zone, but the planes always took off for battle on the first signal. In peace time too, they should be constantly ready for battle.

Each new day of service brings me and my fellow servicemen new joys, new successes in socialist competition for a worthy celebration of the 60th anniversary of Great October. These successes are achieved by selfless labor. Experience and knowledge give confidence in work. I approach the aircraft with a good attitude, just as I did on the first day of cadet on-the-job training. I approach it with a feeling of responsibility for flight safety and an awareness of the essential part my labor plays in reliably defending the air frontiers of our country.

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PERSONNEL FACTORS IN WARRANT OFFICER TRAINING STRESSED

Moscow KRASNAYA ZVEZDA in Russian 28 Apr 77 p 2

[Article by WO V. Ippolitov: "People Next to the Electronics"]

[Text] Once after a talk with the subunit commander, WO N. Samko complained among his comrades: "Again the major has stated his complaints. I must not have done something, but I can't say what." The fellow servicemen met the "confession" of the warrant officer [praporshchik] in silence, and he, feeling that they did not support him, stopped in midsentence. And then one of the comrades said to Samko: "You mean you feel that the commander is easier on the other warrant officers, and measures them, so to speak, against a different scale?" Samko wanted to argue back, but he was stopped by another, firmer voice: "Great exactingness is not to your liking, Nikolay Ivanovich, that is the problem. The sooner you recognize this the better."

Having witnessed this conversation, I felt a certain kindred spirit with WO Samko. Although at that time I was a new man in the unit, still I had been able to form a good opinion of him. He knew the equipment assigned to him thoroughly, and maintained and operated it carefully. At the same time WO Samko was criticized more often than the others. Why? Yes, he had definite shortcomings in his conduct. But this was only his lack of experience, and he was still quite young. Should he be judged so strictly?

This question was important for me also because at that time I myself was mastering the position of a technician. Having become familiar with the equipment assigned to me, I was convinced that all my activities came down to knowing the materiel thoroughly, servicing it flawlessly and operating it intelligently. This, I thought, would be the guarantee for all my successes and high authority.

The conversation of the fellow servicemen with WO Samko instilled doubts in me. It turned out that knowledge and experience alone were not enough for a technician. But what else was needed? Then occurred an instance which shed a great deal of light for me. One day a failure occurred in a

complex electric power system. The specialists began to seek it out but could not locate it. When they had examined virtually all the areas of the circuitry, Capt M. Petrov asked: "And was the substation inspected?" One of the warrant officers answered: "No it wasn't. This area is assigned to Samko, and here everything should be in order." Another technician supported him. Nevertheless the captain went straight to the substation. And to the amazement of everyone after a few minutes he announced that the malfunction was precisely here.

It turned out that the failure had been caused by the carelessness of Pvt V. Ordubatskiy. But the commander called WO Samko as the main party guilty of everything that had happened. This seemed strange to me. But then the officer gave his arguments, and everything appeared in a different light. Samko actually did know the equipment well, and gave a great deal of attention to it. But the people who serviced this equipment along with him were of least concern to him. The warrant officer behaved toward them in such a manner that even with extreme necessity they resolved neither to consult with him or ask his aid. In a word, as they say, they were left to stew in their own juice.

Under such conditions could there be any guarantee that none of the junior specialists would not make a mistake? Of course not. The case at the substation affirmed this.

Then we held a major conversation at a meeting of the platoon commanders and the technicians. It soon went beyond the limits of discussing the service and conduct of WO Samko. The persons attending spoke ardently of the honor of the collective, of military duty, and of the contribution of each of us to the overall achievements. Along with WO Samko, criticism was also leveled against WO Yu. Demikhov. He also knew his job and the equipment well. But he was little concerned with the indoctrination of the specialists. And his fellow servicemen told him this bluntly and frankly.

At the meeting I was anxious. Particularly when the floor was taken by the subunit commander Maj Viktor Gerasimovich Popov. It seemed to me that the officer was constantly mentioning my name. Certainly the shortcomings which he described to an equal degree were also inherent to me. But the commander did not mention my name. Obviously he considered the fact that I had recently arrived in the unit. Incidentally, his attentive glance which during his talk often stopped on me was sufficiently eloquent.

I thought things over a lot after that meeting. I recalled the words of the commander: "No matter how well a warrant officer knows the electronic equipment, he must always remember that there are people next to the electronics and these must be instructed and indoctrinated." The commander was right. A warrant officer could not consider himself an outstanding specialist if he was removed from the men with whom he worked, if he did not instruct them, and did not master the art of indoctrination. For a subunit it is extremely important that the equipment assigned to us is

in a state of constant combat readiness. To the same degree it is important that the men at any moment be ready to carry out a combat mission. And this is possible only in the instance when the collective is united, when its efforts are unified, and when all the personnel is permeated with the same concern and the same high mood.

Since that time I began carefully to analyze the activities of the leading platoon commanders and technicians. And I discovered a great deal that was new and instructive for myself. Particularly beneficial to me was the experience of WO Vladimir Murashko with whom I had served somewhat earlier. During that period when we had become acquainted, Vladimir with his subordinates was mastering a new station. He had to do a great deal of work in studying the equipment, adjusting it and putting it into operation. And the time was extremely limited. And during such a taut time, the best qualities of the warrant officer as an indoctrinator and organizer were fully apparent.

I was greatly amazed in observing the work of WO Murashko. Several men from another subunit were sent to help him. It would seem that the warrant officer should immediately give an assignment to each of them. He was in no hurry to do this. First of all he spoke with them and learned what each man was capable of and inclined to do, and described in detail the particular features of the forthcoming work.

Time was spent on this. But it was not spent in vain. Familiarity with the men helped WO Murashko to rationally allocate among them and to organize them efficiently. In a word the expenditures of effort and time were repaid a hundred-fold.

I had reason to reflect even more about my relations with the men when I was appointed platoon commander. Both subordinates and equipment were added. The equipment was new and unfamiliar, and the men were also new. Where to start? On what should the main efforts be focused? Some 6 months ago I was in a similar situation and without thinking, dashed headlong into studying the systems, forgetting everything else. I had less to do with my subordinates, particularly with the equipment until I understood it thoroughly.

Now I approached the matter differently. I remember how the conduct of the technician, WO I. Varganov, concerned me. He was totally involved with the upkeep and functioning of the equipment, but was indifferent to the general situation in the platoon. Even in those instances when his subordinates violated the procedure, Varganov literally did not notice this. Once I spoke with him, but the next time there had been few changes. Stricter measures had to be taken. And at the next summing up of the results of the socialist competition, the subunit commander, at my request, did not name Varganov among the best specialists. This had its effect and caused the warrant officer to reflect. And on the next day, he came to see me, as they say, with hat in hand. Since then full mutual understanding has been established between Igor Ivanovich and myself, and our efforts are aimed at the common goal.

We have also increased the role of the sergeants. Now none of them expresses bewilderment when in summing up the results of the competition, along with mastery and knowledge, without fail we consider how they help one another and struggle for organization and order in the platoon. An atmosphere of mutual confidence and aid has been established in our small collective.

Nor have I forgotten my best example in training. In analyzing the circuits, I invited the sergeants to sit next to me, and with them, in going circuit by circuit, I sought the essence of the physical phenomena. I was not ashamed to seek advice from them on complex questions, and I listened closely to their reasoning.

The following episode comes to mind. Once, after an intense day of work, I sat down to prepare for the next exercise. I was concerned by the question of would I be successful? The problem was that the subject I had to master was completely unfamiliar to me, it was complicated, there was little time and in addition I was tired. The thought came to me of in this instance I would ask the commander to put off the exercise. But all of a sudden I was approached by Jr Sgt Yu. Tyurin who proposed: "Comrade warrant officer, may we work on this together? Some time ago I analyzed these circuits and it will be easier with two." And in fact, things immediately went better. It turned out that Jr Sgt Tyurin not "some time ago" but on that very day, seeing my busy schedule, found time and studied the systems in order to help me. At the next exercise, I felt, as always, confident, and it was interesting and achieved its aim.

During the days as my development as a commander, I also noticed something else. The fact that each day a good deal of time was spent on studying the personnel and working with them in no way retarded my technical growth. I was able to become a specialist first class 6 months earlier than the established time. And the platoon which I command is among the outstanding. In the competition in honor of the 60th anniversary of Great October we are struggling for new, higher goals.

People stand next to the electronics.... Again and again I recall these words of the commander. How important it was that I heard them on time and understood their profound sense on time!

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## EXCESSIVE DELAYS IN MILITARY CEMENT UNLOADING CRITICIZED

Moscow KRASNAYA ZVEZDA in Russian 28 Apr 77 p 2

[Article by Col M. Mayakov and Lt Col A. Furman: "Who Will Eliminate the Cement 'Plugs'?" ]

[Text] Since the start of the year, the military railroads departments more and more frequently have been receiving warnings that certain offices of work supervisors and enterprises producing reinforced concrete products are being "disrupted" by incorrectly organized cement deliveries. The situation has reached a point where the construction workers do not know what to do with this material. The warehouses are full, the temporary storage is loaded up, ancillary areas are occupied and in some places even open sheds, but still cement is received from the suppliers. At the destinations a large number of unloaded cement cars has accumulated, and each day their number increases.

Just recently, for example, around 140 cement cars are awaiting unloading on the railroad spurs of the construction organizations under the administration where Col A. Adamovich is in charge of supply. An even more alarming situation has developed on the spurs of the construction workers led by Col S. Aleksayenko. Here more than 150 hopper cars have backed up. And each such car carries more than 60 tons of freight. At present thousands of tons of cement are being held in the cars.

Let us immediately stipulate that this is not a question of those cars which have arrived yesterday or the day before and will be unloaded tomorrow or in 2-3 days. No, it is a question of hundreds of cars which have stood idle for a long time awaiting unloading. Here are several examples. Cement cars have been standing since the 1st of January on the spur of the construction workers commanded by Lt Col A. Sukhinin. At present there are 46 cars, an entire freight consist around 700 meters long. At the reinforced concrete products plant where M. Chernyy is the chief, some 58 hopper cars have stood idle for more than 20 days. For 2 months at three stations, 26 cars have stood idle and these arrived for the construction workers where Col A. Sakharov is responsible for unloading.

A similar situation has developed in the administration where Col V. Batur-intsev is in charge of the questions of material and technical supply. Due to the fault of his subordinates, 37 cement cars have been held up more than 30 days for unloading at two stations.

It would be difficult to list all of the factors which have led to the formation of the cement "plugs," but some of them must be pointed out. In the first place, there are the obvious mistakes of the planning bodies in supplying the construction projects and enterprises, as a result of which the dispatch of the cement is uneven. For example, instances are known when the military construction workers have received a monthly or even a quarterly quota of cement all at once.

Secondly, the suppliers are also to blame for what has happened. In the drive to increase the so-called routing percentage of their freight (and for this the suppliers are paid a bonus), they dispatch the cement to the military-construction organizations in large batches of cars simultaneously, without considering either the actual demand of the construction site or the availability of sufficient warehouse capacity. As a result of such "routing," instead of accelerating the turnaround of the car, there are great stoppages of the rolling stock.

And, finally, a third factor. The unloading of the cars at many military-construction organizations is carried out poorly. There are particularly large stoppages where the freight is expected in small quantities. On such spurs, as a rule, the necessary equipment is lacking for unloading the cement. For this reason, the unloading of the new-design cars is carried out by the old method where the lower hatch is opened, the cement is emptied out on the track, and then it is loaded by shovel into dump trucks. The losses due to such "technology" are very great. The unloading of the cars is also negatively affected by the fact that the military construction workers as yet have few modern warehouses of the so-called silo type, and even the old warehouses are clearly insufficient.

All of this shows that there still are major shortcomings in the organizing of cement deliveries, and that the leaders of the construction organizations and enterprises mentioned by us as well as certain others show clear irresponsibility, and for a long period of time have not taken effective measures to eliminate the cement "plugs" which have formed at the stations and spurs. And such mismanagement causes losses, and large ones.

First of all, the above-norm stoppages in waiting for unloading reduce the effective use of the rolling stock, and significantly slow down the turnaround of the cars, particularly the cement hopper cars. As the calculations indicate, due to the lack of these cars, the Moscow Railroad alone this year could not dispatch more than 6,000 tons of cement to other construction sites.

Also important is the fact that significant amounts are collected as fines for car stoppages. On our railroad each day of holding up a cement car above the established norm costs 72 rubles for a negligent freight recipient. With the large backlog, the cement carriers in a way "force off" other rolling stock with all the other freight on the roads, and this increases the number of idle cars. For this reason, the expenditures by the military construction workers in paying for the stoppages at a number of organizations by the end of the year reach impressive figures.

Another item of losses is that the extended storage of the cement in the cars causes damage to the cement quality, and its specific properties are altered and it becomes weaker. The workers of the line bodies of the military railroads are making every effort to effectively inform the military construction workers not only of the freight which has already arrived, but also the cars on the way. They regularly inspect the exchange cars, they travel to those stations where a bad situation has developed with the unloading of rolling stock, for providing practical aid, they account for the car stoppages, and monitor the course of construction and development of the transport and warehousing systems, and the introduction of new equipment for unloading on the spurs of the military-construction organizations. However the efforts of the workers of the line bodies are clearly insufficient.

The Decree of the CPSU Central Committee and the USSR Council of Ministers "On Measures for Developing Railroad Transport in 1976-1980" stressed the necessity of eliminating the "bottlenecks" in the work of rail transport, and strengthening control over the better use of the rolling stock.

In order to eliminate the factors giving rise to the stoppages of cement carriers and to eliminate the "plugs" on the railroad in a short period of time, joint efforts are needed by the command of the military construction units and directorates, the political bodies, people's control, in a word, all the organizations involved in this problem. We feel that such measures will be taken by the superior authorities in the near future.

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## ROLE OF MILITARY NEWSPAPERS IN COMPETITION REVIEWED

Moscow KRASNAYA ZVEZDA in Russian 28 Apr 77 p 2

[Article: "The Military Collective and the Newspaper"]

[Text] "February 1943. The Leningrad Front. A snow-covered, infinitely broad field. A soldier was crawling across it pulling a rain cape behind him, and on the cape lay an unconscious soldier.

"The soldier who was lying on the cape was my father. And he never knew the name of the person who saved his life. Having delivered my father to the medical station, he returned to battle.... Since then, my father has seen his savior in each frontline soldier.

"February 1976. The Transbaykal. A tactical field. A squad was dismounting from an armored personnel carrier. One of the soldiers jumped unsuccessfully from the carrier, his foot was caught in a snow-covered hole and twisted. The soldier tried to get up, but the sharp pain forced him to remain seated. Then two servicemen put the arms of their comrade around their shoulders and carried him off...where he could be given medical first aid.

"The person who was being carried was just starting his service, but he was already aware that three men out of commission was a lot. For this reason he tried to convince his fellow servicemen that...the platoon needed them and that he could wait and endure the pain. But the comrades did not leave him. Later the young soldier understood the stubbornness of the men as they could not leave him alone in the 40-degree frost. Their deed was dictated by the law of soldierly friendship and military comradeship. That young soldier was I."

These lines were taken from the article of Sgt B. Kozhabayev "Value Comradeship" printed in the newspaper of the Order of Lenin Transbaykal Military District NA BOYEVOM POSTU under the title "Talks With Young Soldiers About the Oath and Regulations." Under this title, along with war veterans, there are regular articles by outstanding men in military and political

training and the leaders of the socialist competition to properly celebrate the 60th anniversary of Great October. In telling of their successes in service, and in reflecting on the requirements of the oath and the regulations, the sons and grandsons of the heroes of the Great Patriotic War in their minds compare their deeds and actions with the deeds and actions of their fathers and grandfathers. And this is natural as they are the successors of the glorious traditions of the older generations and the continuers of their deeds under the new conditions when particularly high demands are made upon an armed defender of the motherland, upon his moral, political and psychological training and combat skills. The main one, the materials stress, is to be permeated with a feeling of responsibility for the assigned job, to learn to subordinate ones capabilities, desires and energy to carrying out the missions confronting the troop collective, and to value the honor of the collective.

A collective united by a single goal and strengthened by soldierly friendship and military comradeship is a great force. "For a man," said the General Secretary of the CPSU Central Committee L. I. Brezhnev at the 16th Congress of Soviet Trade Unions, "the collective in which he works is his folk and home, his family and his school. Precisely here, from generation to generation, professional experience, skill and the habit of working conscientiously are passed on. Precisely here, from heart to heart, communist ideological loyalty, loyalty to the cause of the party, and a readiness to always be ahead, in the most difficult and crucial areas are passed on to the youth."

This applies completely to a military collective, the members of which are always together, in combat training, during a halt, during exercises in a classroom and during leisure hours. In their hands are weapons of collective use including tanks, airplanes, missiles, and combat ships which can be effectively used in combat only by the collective efforts of numerous specialists. The army carries out its high mission of a school for indoctrinating courage and tempering precisely through the combat collectives, the crew, squad, team, platoon, company, battery or squadron. For this reason it is quite natural that the questions of uniting the troop collectives and the establishing of proper relationships between the servicemen are at the center of attention for our army and navy press.

Recently, the military newspapers have been noticeably more active in taking up the questions of uniting the troop collectives and have begun more effectively to propagandize advanced experience in troop training, the indoctrinating of them in the spirit of the requirements of the oath and regulations, friendship and military comradeship, and loyalty to the glorious military traditions of the army and navy. In many publications there has been a profound analysis of the role of the collectives in forming high morale-political and combat qualities among the servicemen. The newspaper of the Group of Soviet Troops in Germany SOVETSKAYA ARMIYA, for example, for a long time now has been publishing the series "Soldier and Collective," and "Solidarity of the Military Collective," which regularly

take up materials on the responsibility of a soldier to the collective and that of the collective for the soldier. Particular attention is given to analyzing the experience of individual indoctrination, and to the struggle of the commanders, political workers, the party and Komsomol organizations for uniting the military collectives and for strengthening proper relationships between the servicemen. These questions are also widely treated in the newspaper of the Twice Red Banner Baltic Fleet STRAZH BALTIKI. Its materials in the series "By What the Quarters Live" inevitably encounter a lively response among the readers.

However, it must be said that there still are substantial shortcomings in the treatment of this important and complex subject by the newspapers. In certain editorial offices, for example, at the newspaper of the Red Banner Odessa Military District ZASHCHITNIK RODINY, the problems of uniting the military collectives are usually taken up predominantly by the forces of the regular journalists, without widely involving the commanders, political workers, the party and Komsomol activists and the soldiers and sergeants themselves. This narrows the coverage of the materials and reduces their effectiveness.

The quality and effectiveness of the treatment of any question in the press depend largely upon the planning and the thoroughly thought out approach. Unfortunately, certain newspapers, in particular the newspaper of the Red Banner Transcaucasian Military District LENINSKOYE ZNAMYA take up the indoctrinational functions of the troop collectives without a clearly thought out system, and do not try to disclose the profound processes in the relationships between the men, and write merely of what lies on the surface. But the establishing of a healthy moral-psychological climate in the collective, an atmosphere of confidence and exactingness, the maintaining of proper relationships between the servicemen, and a differentiated approach to the indoctrination of various categories of personnel--these questions are not thoroughly taken up in the newspapers.

The newspapers do not disclose with sufficient purpose and thoroughness that role which is played by a comprehensive approach to the training and indoctrination of the personnel in uniting and shaping the military collectives. Individual articles and correspondence are like self-reports, and abound in listing measures without an analysis of their content and effectiveness. Little indication of the role of the company and equal party and Komsomol organizations is given in uniting the military collectives, creating in them an atmosphere of intolerance for the violators of discipline and order, and in indoctrinating in the men such moral qualities as honesty, efficiency, respect for one another, and responsibility to one's comrades for one's conduct. These shortcomings are characteristic, for example, for the newspaper of the Red Banner Belorussian Military District VO SLAVU RODINY.

The men of the army and navy, like all the Soviet people, in participating actively in the socialist competition in honor of the 60th anniversary of

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Great October, are preparing to properly celebrate the glorious jubilee. And the effectiveness of their military service and successes in military and political training will be higher the more united the military collectives. To thoroughly analyze the work of uniting the military collectives, to clearly and convincingly show advanced experience and the practical activities of the commanders, political workers, party and Komsomol organizations in this important matter are one of the most important tasks of our military press.

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ROLE OF COMPETITION IN MISSILE UNIT TRAINING VIEWED

Moscow KRASNAYA ZVEZDA in Russian 29 Apr 77 p 1

[Article by Lt Col B. Kosachev, chief of the regimental political department of the Red Banner Baku Air Defense District: "The Responsibility of the Leaders"]

[Text] Seemingly quite recently the personnel of our antiaircraft missile regiment appealed to all the personnel of the National Air Defense Troops to develop a competition to properly celebrate the 60th anniversary of Great October. But then the winter training period was coming to an end. One-half of the distance had been covered. But what are the results, and what must we consider in order to fully carry out the assumed pledges?

The inspection exercises and training clearly showed the increased skills of the missilemen. As before the subordinates of Lt Col V. Galatanko were ahead. However, the gap between the subunits, it can be said, is minimal. The score in this intense competition is literally in fractions of a point and a few seconds cut off the standards.

Many points of the pledges assumed for the 60th anniversary of Great October are successfully being carried out. For example, in a technical subunit where all the young soldiers from the autumn induction have become class specialists. In comparison with last year, there has been an increase in the number of introduced rationalization proposals. The competition in a most favorable manner has told on strengthening proper order and discipline and the solidarity of the collective.

One of the sources of these successes is in the men themselves, in their high political morale and moral qualities, and in their fervent desire to serve the motherland wholeheartedly.

One remembers how on the eve of the training year Sr Sgt Nikolay Klyanchin requested that Lt Col Galatanko shift him to the position of commander of the lagging launching crew. And having received the "OK," with what skill and tenacity he set to work so that now the crew headed by him is the best in the regiment.

And certainly shouldn't we mention the following fact? Sr Lt Mikhail Tsyplenkov learned that in the warehouse there was written-off equipment, and he asked the commander to give it to the "point." And soon thereafter the used units were full of vital energy and the screens had come alive. An excellent simulator for training operators had appeared. It was developed by Sr Lt M. Tsyplenkov, Sgt V. Samborskij and other men.

Pvts A. Kuterjin, A. Yeliseyev and Yu. Zubkov have surpassed the planned limits, having mastered three related specialties. Jr Sgt A. Kukin, Pfc A. Cheplyauskas and Pvts L. Gayev and V. Savkov are ready to perform the duties of technical officers. The young soldiers Pvts A. Yachmenev, A. Kornelyuk and V. Glavinskiy are confidently mastering missile sciences, and in terms of their skills they are the equal of soldiers in the second year of service.

All of this is just the traits of inspired military service. But they also show how high is the pitch of the competition in the collective, and how great is the desire of the missilemen to properly celebrate the 60th anniversary of Great October.

But this, of course, does not mean that for us everything is going without a hitch, and that there are no difficulties or unsolved problems. In our regiment we do have comrades who, having voiced their high pledges, have not shown proper tenacity in the struggle to carry them out. They had to be corrected and taught.

The subunit commanded by Capt B. Nagatskiy last year had a good score. But at the beginning of the present year, the collective was content with average indicators. And it was a question not of special or technical training. And here there were no particular complaints against the subordinates of Comrade Nagatskiy. A part was played by individual violations of military order which pushed the scales down. And Capt Nagatskiy had to be reminded that the competition was above all the indoctrination of the men, and the development of high political morale and moral qualities in them. The unit commander and the party activists helped him eliminate the existing shortcomings and to create a situation of mutual exactingness and strict observance of the regulations in the subunit.

We pay particular attention to the development of the young officers. Not so long ago Lt V. Pupkov arrived in our unit. He quickly learned his functional duties. Seemingly the young officer had made a good start. But once in the course of an inspection training his subordinates made a serious mistake. And a week later they were late in detecting one of the air targets. And the lieutenant himself did not act any better.

One of the officers advised the battalion commander to shift Pupkov to a less responsible position. But the commander was in no hurry to do this. It turned out that the exercises and the training sessions in the crew headed by the lieutenant had been conducted under easy, oversimplified

conditions. The battalion commander noticed something else as well. Pupkov had not learned to effectively organize a competition for the missions and standards. Hence the flaws in combat work. What was the conclusion? The young officer had to be better instructed in educational skills and the art of organizing the competition.

The battalion commander had several talks with the young officer. They drew up a new list of inputs, having closely linked them to the specific missions of the crew, and incorporated elements of newness and surprise in the elaboration of the training sessions. The commander suggested to the lieutenant how to better organize the competition in the course of training.

Gradually training in the crew assumed an intense character. The young officer grew literally before their eyes, in rapidly acquiring command experience. After a short time, Pupkov accepted the call of Sr Lt M. Tsyplenkov to compete in the precise, flawless tracking of targets and in searching for "excess" seconds in combat work.

Of course, it was difficult for the recent graduate of the military school. But even now the crew of Lt Pupkov is close behind its experienced rivals. Tsyplenkov, certainly, is trying to keep ahead. The competition is heating up, and the entire collective gains from this.

We still have unused reserves for raising the skills of the specialists and the quality and effectiveness of the training. And there are many of them. Incidentally this was the question of an important conversation at a recent party meeting in the regimental headquarters. Col Yu. Orlov and other communists stated with concern that the experience of the best educators in the unit still has not become the practice of each exercise leader. Reciprocal control over the fulfillment of obligations should become more to the point, and competitions for the title of best specialists should be held more actively.

At the meeting it was mentioned with passion and fervor that we are the leaders in the competition and for this reason a great responsibility for the fate of the accepted pledges rests on each of the men of the regiment and on the communists, in particular. We, without hesitation, have taken to eliminating the shortcomings and will do everything to make a successful start in the summer training period.

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EXCESSIVE COMMENDATION OF YOUNG OFFICER TRAINING CRITICIZED

Moscow KRASNAYA ZVEZDA in Russian 30 Apr 77 p 2

[Article by Lt Col N. Vorob'yev of the Red Banner Turkestan Military District: "A Kind Word"]

[Text] I would like to share some ideas which came up at an inspection exercise in one of the subunits. The motorized rifle company was performing a firing exercise. The personnel showed great endeavor, but the result was bad. And the company commander, Sr Lt V. Mamayev, himself merited only a satisfactory grade. One of the staff officers who had been present at the firing range said bitterly:

"Mamayev has not justified our hopes, he has not...."

Yes, more was expected from Sr Lt Mamayev. He, in commanding the platoon, had excelled in high personal preparation, and in particular in firing, and had constantly improved his procedural skills. All of this had been noticed. When the position of company commander had become vacant, the candidacy of Mamayev was not in doubt at the unit staff.

And now the young officer had had his first serious testing in his new role. After it, there was that, possibly, excessively categorical conclusion of unjustified hopes. What had prevented Mamayev from completely disclosing his capabilities?

One must mention the serious shortcomings in organizing the professional training of officers admitted to the unit. The tactical quizzes, group exercises and demonstration exercises were conducted here more infrequently than should have been. And their quality was not always high.

And still, in noting the general failings of which the staff was to blame and which must be eliminated in the summer training period, it must be said that a great deal also depended upon Sr Lt Mamayev personally.

The senior lieutenant, as talks with him showed, in accepting the company, assumed that he possessed the entire range of knowledge and skills needed for the new position, and considered himself flawlessly prepared for it. Where did such self-conceit come from?

It was formed not without the participation of senior comrades. Mamayev, as was already said, confidently commanded the platoon, and achieved good indicators in the socialist competition. This was properly noted. Our service cannot be conceived of without a moral incentive, a kind inspiring word from superior commanders, political workers and staff specialists. But in all of the situations did the praise addressed to Mamayev provide a mobilizing charge? I don't think so. His firing was constantly termed sharpshooter, the driving techniques were of jeweler precision and the "unparalleled" skill was noted in the execution of individual standards. It is not surprising that such ecstatic praise turned the young officer's head. He fully believed that he was a completely formed commander, and that with his abilities it would not be difficult to bring the company among the leaders. From such a conclusion it was literally just one step to self-complacency and self-deceit. And for this he had to pay at the inspection firing of the subunit.

I have encountered excessively ecstatic praise of one or another success or unrestrained commendation for outstanding persons in a number of other instances. Yes, a warm and heartfelt word from a commander creates a good mood in a collective and inspires the subordinates. But it is important never to lose the sense of measure, military strictness and restraint, and to remember that the demands upon professional training of the officers are growing. Praise should be exacting.

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